HOW TO INCREASE YOUR SALES

126 SELLING PLANS USED & PROVED BY 54 SALESMEN & SALESMANAGERS

HOW TO INCREASE YOUR SALES

PLANS THAT HAVE WON NEW BUYERS. HOW TO DEVELOP TRADE AND KEEP IT. TRIED OUT METHODS FOR HANDLING EVERY POINT AND STEP IN MAKING SALES AND HOLDING CUSTOMERS. PROVED SYSTEMS FOR LISTING AND FOLLOWING UP PROSPECTS AND CUSTOMERS

126 SELLING PLANS USED AND PROVED BY 54 SALESMEN AND SALES MANAGERS

SEVENTH REVISED EDITION

THE SYSTEM COMPANY
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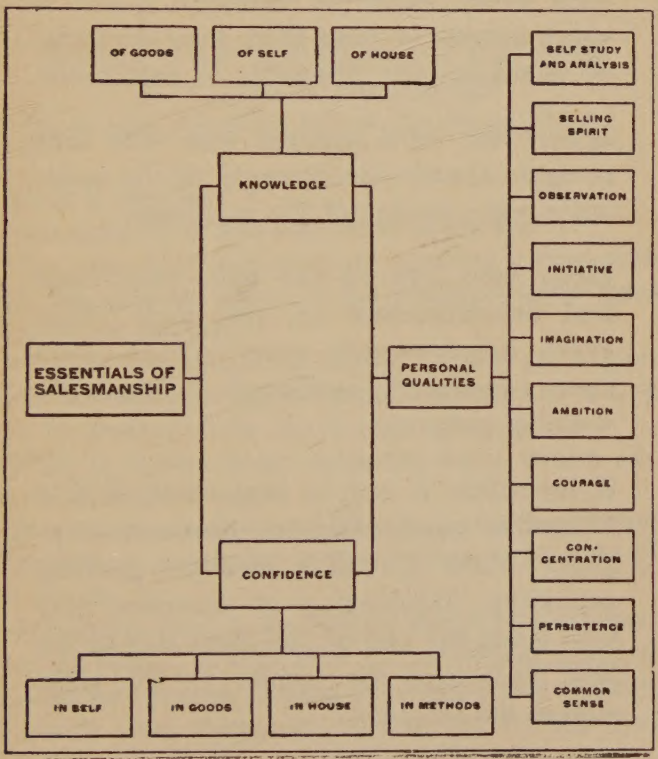
Part I

THE GAME OF SELLING



In this chart are analyzed the requisite qualities of knowledge, confidence and personality which constitute the essentials of salesmanship

Play Your Part

PLAY THE GAME!

It's the steady, vigilant, intense fighting with every ounce of strength given to every minute of play that wins the game of business—the pennants of commerce.

Ignore the odds against you—the long struggle ahead—the strength of the opposition—the jeering of the multitude.

Keep your eye on the ball—your hope and determination on the goal. Plan every move—watch every signal—seize every opportunity as though it meant the winning play.

A mountain is only a large mole hill; a Gibraltar must yield to incessant dripping. And it's this steady, pushing pounding, hammering of ceaseless play that lands the ball on the right side of the goal line—and the profits on the right side of the ledger.

PLAY THE GAME!

CHAPTER I

Selling—the Lifeblood of Business

BY WALTER H. COTTINGHAM

Vice-President and General Manager, The Sherwin-Williams Company

What is business?

This game which men play, revel in, live for—

This game which men play and continue to play, even after its apparent object is accomplished—after great fortunes are laid away?

What is the sustaining element in this great game which develops men and builds up industries and nations as a by-product of the joy of playing?

What is it that keeps quick the nerve centers and furnishes the lifeblood?

It is another, inner game—the game of selling. Here it is that men match skill and shrewdness in the struggle for success.

The selling force is the fighting factor—the militia—of every house. It establishes the outposts of industry, it gains new ground to build up strength and stability, it guards from threatened failures the stronghold of success.

Loyalty to the men on the firing line is the patriotism of the business world, and the spirit of the great sell-

ing game they play is what thrills the men in the conflict of competition and makes the battle of business worth while.

It is the Thrill of Pleasure in Conscious Success that Spurs Men on

Business is warfare. It is a hard, constant fight to the finish. The moment a contestant enters the field of commerce he is challenged by a host of competitors. All his movements are disputed and opposed by those already in possession of the field. He must fight to live. He must conquer to succeed.

So it is that a man of business is like a soldier of the regiment. And like the well-trained soldier who delights in the clamor of battle, the enterprising business man is eager for the struggle of competition. He likes the excitement of contending for supremacy. He delights to overcome those who oppose him and he finds genuine pleasure in outwitting his rivals.

It is the spirit of rivalry that sharpens a man's intellect and spurs on his energy. And unless a man is possessed of this desire to overcome, to surpass, to stand first in his line, he can never hope to carry the day, he will never succeed in the fight.

Profit, which is the reward of industry and ability in business, is not the sole object and consideration that actuates the really successful man. The love of gain cannot inspire him to the highest endeavor. There must be something greater, something more enduring to call forth his supreme efforts and satisfy his ambition.

And that something is the same spirit that is possessed by the men of war who go into battle to do or die.

Every man likes to win—at something. Is it not so? The love of victory is in every man's heart, and the

greatest game in all the world is the game of success. Men's ideas of success may differ, but I believe every man desires it, and aims at it in some form or other.

Winning success is a serious matter. It cannot be accomplished in an easy or offhand manner. It's strictly and painfully true—there's no royal road to the goal. It's hard pull up hill, over a rocky, if straight, road all the way. You can't make it without climbing, nor without bruises. When you reach the top you may ride in your carriage or automobile, but you'll have no time or use for these on the way up. In the heat of the battle and in the stress of the struggle you must go unaided and alone.

It's the only way and the best way. Success would possess no charm apart from the struggle. It's in the winning hour, in overcoming, in conquering, that the victor finds his joy.

Opportunities are Unlimited for the Man with Ambition to Win New Victories

Progress is development, and development is the purpose of life. Where there is no progress there is stagnation, and stagnation is death. The great country in which we enjoy the privilege and good fortune of living is the most progressive in the world. No other country ever advanced so rapidly or so far. No other people have enjoyed such a measure of prosperity as the American people. Such is the atmosphere in which we live and work. It is as natural for our aggressive organization to progress as it is for us to breathe the invigorating air that sustains us.

Ambition is the great incentive to progress. It is the desire to excel, the eagerness to surpass old records and establish new ones, that fires the mind, quickens

the pulse and prods the energy to attempt greater achievements.

Imagination also plays a great part in the march of progress. The man of deeds is a man of vision. We must first picture in our minds the aims we strive for. We must behold a vision of what we long to be. The plans for every great structure first exist in the mind of the architect before they find expression in the drawings of his chart. So the plans for our career, which is to be our life's work, must first be sketched by the imagination on the brain, then worked out by the mind and at last realized in our work.

Too many work without plans or specifications—they never see the vision, and their structures are poor and shapeless and never enduring. As the plans are crude and small, so will the building be.

The great thing, therefore, is to plan *big* and *broad* and *high* and *secure*. Keep the plans ever before your eyes, work close to the specifications and keep building steadily and securely, bit by bit, until your structure rises to its full height and glory.

Every Man a Salesman

THE biggest men in the world today are salesmen. They may call themselves bankers, lawyers, engineers, or ministers. As a matter of fact, they are all selling their own or someone else's services, and the man who is the best salesman gets the highest price.

Edwin W. Moore.

CHAPTER II

The Essentials of Salesmanship

BY J. W. BINDER

Sales Manager, The Dictaphone Company of America

The essential factors of salesmanship are two: knowledge and confidence.

The first factor is divided, for purposes of clarity, into two sub-divisions—knowledge of yourself and knowledge of your goods. Let us consider them in their order.

Knowledge of yourself. What does this mean? Do you know yourself? By this I do not mean that you should know yourself as your neighbor knows you, as those with whom you come in contact know you. I mean a different kind of knowledge, such as is not obtained through the criticism of your friends or your enemies, nor by listening to what other people say about you. Such knowledge is obtained only by rigid introspection. Some night after you have retired and the lights are out, ask yourself frankly the question—What are your strong points? What are your weak points? Do not attempt to disguise from yourself that you have some of each. Be perfectly frank.

First, as to your strong points. Are you courageous? Are you persistent? Do you have that faculty of tak-

ing hold of a thing and sticking to it until it is finished? Do you have the quality of initiative? If you have not these qualities, cultivate them. Without them you will not amount to a very great deal.

A second point: Are you truthful? By this I mean not according to the tenets of common honesty, but are you truthful with yourself? Look into this matter carefully, and if you are not, cultivate absolute truthfulness.

So much for the first point—knowledge of yourself.

Thorough Knowledge of the Product an Absolute Essential

Now, regarding the second point, knowledge of your product, I cannot make it too emphatic that no salesman who attempts to sell anything, whether it be a yeast cake or the most complicated machine, can hope to succeed unless he knows that yeast cake or machine a thousand per cent better than the man to whom he wishes to sell it. If you are selling a yeast cake you must know exactly of what it is composed. You must know how many molecules of carbon, of hydrogen, of nitrogen are in it. You must know exactly what these will do under given conditions. I say you must know this very much better than the man to whom you are attempting to sell it, because if you do not, the chances are he will corner you, and you will lose his business.

If you are selling a machine, you must know all about that machine. This implies knowledge of its mechanical construction, knowledge of the processes which make up that construction, and knowledge of what it will do under certain circumstances. In short, you must know it "down to the ground." Then it is not enough merely to know its mechanical construction. The sales-

man who is satisfied to know merely that, will be a weak man at best. You must know, aside from this, the possibilities of your machine. Write alongside of this word "possibilities" another quality without which a salesman can be of little account. It is the word "imagination." Imagination is as essential to the salesman as to the poet or novelist.

Keep your head in the clouds, but keep your feet on the ground. Be sure to do that or you will not draw your salary, but look ahead. Don't see only the immediate present, but contemplate the magnificent future which is ahead of you, and if you are selling a proposition which does not arouse these qualities, get out, and get into something that will.

So much for the need of imagination in a salesman if he would be properly equipped.

This brings you logically to the second factor in salesmanship, which is confidence.

Confidence the Prime Requisite to a Salesman's Personality

Confidence is the one factor which gets more orders than any other quality of salesmanship. What is it which impresses you in a man who approaches you with a proposition?

Suppose he comes into your office in a half-hearted manner, his whole attitude abject, like "Uriah Heep" of Dickens' creation. Does he impress you as a strong man? Will you listen to him? No, you will "shoo" him out of the office.

But suppose that he opens the door, comes in with a firm tread, with his head up and his chest out. He looks you straight in the eye, sits down by your desk, and you immediately feel the force of his personality.

Don't you believe that the chances of such an approach, of such a demonstration are very much better for the man getting an order than they would be if he approached you in a manner which convinced you before he had said a word that he had no confidence, either in himself or his proposition?

Now having considered the two facts which are essential in the makeup of a salesman, let me say that having these two, knowledge and confidence, you will naturally have the result of these two, enthusiasm. Without enthusiasm no great deed was ever done. If you go back in your mind over the pages of history as you know it, and think of the men who have left their impress upon the world's history, you will find that to the last man they were enthusiasts. Most of them were enthusiasts to a degree that they gave up their lives in defense of the peculiar subject which aroused their enthusiasm, but one and all they were dreamers; enthusiasts, to my mind, is a better word.

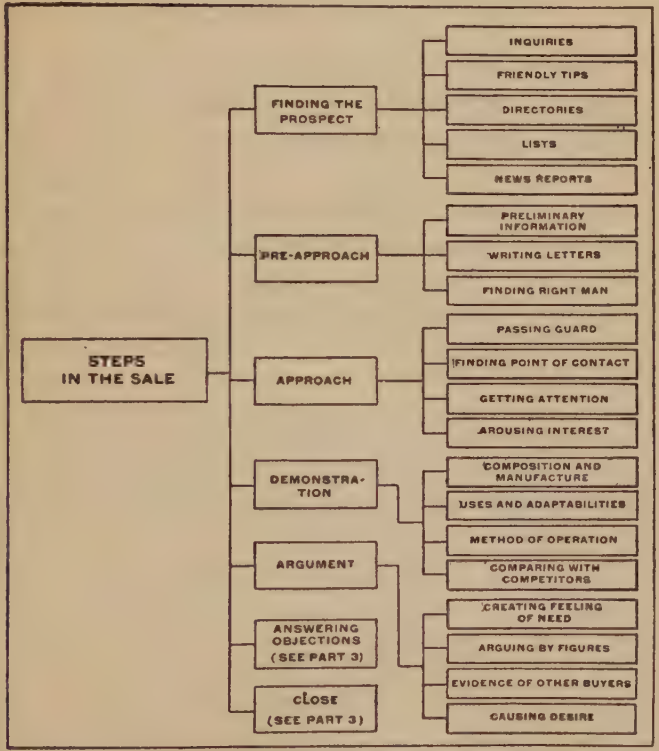
The Balanced Salesman

A REAL salesman is one part talk and nine parts judgment; and he uses the nine parts of judgment to tell when to use the one part of talk.

George H. Lorimer.

Part II

HOW TO MAKE THE SALE



A graphic analysis of a sale, from the finding of the prospect to the close as treated in detail in the following part

Know How

There is no such thing as luck in the game of selling. It is governed by a code of rules as strict as the laws of mathematics.

It admits of no speculation, no uncertainties. It is a science with causes and effects unerring in their accuracy.

It is with selling as it is with health. You may violate the laws of nature without bringing immediate death. But you weaken your vitality, you lessen your physical force.

So you may violate the laws of selling without courting immediate failure. But you cripple your capacity, you discount your ability.

Study the code. Read the rules. Make every sale right.

Know how!

CHAPTER III

The Steps in the Sale

BY W. A. WATERBURY

Sales Manager, A. B. Dick Company

The present day scientific salesman is a student of psychology. He learns by observation of the men he meets the natural laws by which the mind is governed and arranges accordingly the plan of his proposition.

He learns that before the average customer can be persuaded to buy an article his mind must be led through four stages. The first step is attention. He must concentrate the prospect's mind on the article he is presenting. Next he must arouse his interest and, building on this, lead up to the next step, desire. When this point is reached the salesman must recognize it immediately and endeavor to bring the customer to a decision to buy. To make the mistake of talking beyond this point—the so-called "psychological moment"—may mean the loss of the sale.

Salesman First Questions the Prospect Regarding His Needs to Be Sure of His Position

But let us follow through in a more detailed way the process of a sale. Assume that an inquiry has been received regarding an article and that a salesman goes to

the inquirer's place of business to present his proposition.

He first determines whether the prospect has use for the article or to what purpose he desires to put it. This information gives the salesman the lay of the ground and enables him to plan his sales talk accordingly.

Second, he must convince the customer that the article he needs is the particular one that the salesman has to sell. To do this he must make clear the exact advantages which the article will afford him in his business; that is, he must convince the customer that it will be of value to him either in bringing additional business to him or in saving him time, labor or money, or that it will accomplish the same end in some other way.

Following this, the salesman must show him the superior feature of the particular make of article or line he is handling over that offered by competitors or any other it is possible to procure. I do not consider it wise to depreciate the meritorious features of a competing article, but rather to extol the superior features of my own.

One of the main points in presenting the proposition is to be as lucid as possible in the description. No new point or argument should be taken until the one under consideration has taken effect and made a definite impression.

How to Handle the Prospect at the Climax—the Important Point in the Sale

It is just as important to know when to stop talking as to know what to say, and it is always well to give the customer an opportunity to do his share of questioning, for this gives the salesman an opportunity to dispose of any objections that may be brought up.

When the customer has thus displayed an active interest in the proposition, the salesman should watch him closely for an opening to bring the selling talk to a climax. He will need to judge from the individual case and circumstances just how to close the sale, but when he sees that the prospect is on the point of making the decision, the salesman should write out the order and, in a most matter of fact way, without any break in the conversation, pass it over to be signed.

Getting the signed order is the all important thing, for the average man does not like to back out and countermand an order to which he has attached his signature. He may argue for a delay, but once the prospect has been carried through the process of the sale, every possible resource of the salesman should be brought forth at the close to secure the actual order. A signed contract for one article on the spot is ordinarily worth more than a hundred promises for the future.

The Six Steps in Making a Sale and How Each One is Made by the Salesman

In every sale, therefore, there are six steps, and these steps follow each other in regular order:

1. Finding the prospect.
2. The pre-approach—the preparations the salesman makes, the information he gathers, before he goes into the presence of the prospect.
3. The approach—this is the gaining-attention stage.
4. The demonstration—the description and explanation of the goods, by which the salesman arouses the interest of the prospect.
5. The argument—the application of the goods to the prospect's needs, the convention stage.
6. The climax and closing—the taking of the order.

Every sale has these six steps. But in no two sales are they ever the same length, or taken in just the same way. Depending upon the salesman, the goods and the prospect—one or another of these steps may be emphasized and the rest or some of the rest thrown in the background.

Every customer must be found;—the salesman must gather some preliminary information; he must meet his prospect for the first time; he must demonstrate his goods; he must bring forth arguments as to why the prospect should buy; he must close the sale.

But sometimes it takes only a hint from a fellow salesman or an inquiry, to find a prospect; and at other times it requires a month's work—everything from a national advertising campaign down to an examination of the local directory. In the case of one, the salesman, in preparing to meet the prospect the first time, learns his name and phone number. In the case of the other, he may want to learn all about his business:—exactly what he manufactures or deals in; what his volume of business is; how much of these particular goods he buys; where he is buying his supply; he will want to find out about his personal habits, what his fads and fancies are—what kind of a disposition he has. He may have to pull wires for a month, getting letters of introduction or finding some way to get at the prospect that is unusual, but sure.

Man to Man

EVERY salesman recognizes the importance of the personal element—the intimate touch as man and man rather than as seller and buyer.

CHAPTER IV

Selling a Specialty

BY J. W. BINDER

Sales Manager, The Dictaphone Company of America

It is one thing to plan a campaign for selling the goods and another thing to sell them. It requires one type of man and experience to do the first, another type for the second.

The selling campaigns of successful companies follow a definite, carefully worked out and laid out plan. Successful houses are working out just as definite and specific methods to be followed in the making of actual sales. The salesman no longer signs his name to a contract of employment, takes a grip and wanders away into the open field, dependent solely upon his own resources. Now he follows a definite, proved-by-experience plan, prepared by his house, for selling each customer whom he approaches.

This is the story of how an actual sale was begun, carried through and closed. The machines were sold by the author of this article to the Oil Well Supply Company. The letters quoted and reproduced are in the files of the author.

This is a usual, not an exceptional case. It shows in detail how a successful company markets its product. Especial value attaches to it from the fact that the

prospective buyer had to be educated to a knowledge and appreciation of the machine. The story tells just how the feeling of need and the consequent desire were instilled in the prospect.

The sale of an equipment of the commercial graphophone is begun weeks before the customer is approached.

Each step taken is part of a carefully mapped out scheme, the aim of which is to eliminate, in so far as is possible, the element of chance in the transaction.

The first step in making the sale is the compilation of a list of the firms who should be users of the commercial graphophone. These are secured from Dun's and Bradstreet's, from the membership lists of the Chamber of Commerce, the Mercantile and Manufacturers' Association, and other sources to which we have access.

A card is written for each of these firms; on it, in addition to their office address, is placed their rating, the line of business in which they are engaged, the names of their officers, the name of their purchasing agent, and, if possible to secure it, the name of their sales manager. Any personal information regarding any or all of these men obtained from any source is also recorded. It may be that Brown of the firm of Brown & Hillegass, who is an enthusiastic user of the graphophone, and a good friend of mine, calls me on the telephone and whispers that Jones of the firm of Jones & Laughlin, or some other equally enterprising concern, was in Brown's office yesterday and wanted to know about the machines.

This information is carefully recorded on Jones & Laughlin's card. It may be that no card had been previously made out. If so, no time is lost in making one, and when it comes time for Jones & Laughlin to

take their little dose of commercial graphophone literature, the letter, instead of being addressed to the firm and finding its way to the waste basket, is addressed to Jones personally. If we are shy his initials, the directory has in the meantime supplied these.

How All Information Received Regarding Possible Prospects is Recorded

These cards are filed in a drawer marked "Prospects." They are filed alphabetically and by towns. Once each day six names are selected from this file, and, the notes on the cards having been carefully considered, a personal letter is dictated to each. This writing of personal letters insures each distinct type of business being handled just as it needs to be. The manufacturer of pig iron receives a materially different letter than is sent out to the lawyer, and his again is different from that which goes to the manager of a large department store.

With this letter is enclosed a little booklet just large enough to fit the vest pocket, entitled, "It Saves Time." A neatly printed list of the users of the graphophone in and about Pittsburg is also enclosed.

The sending of the letter and literature are recorded on the prospect card, and it is transferred, together with copies of the correspondence, to a holdover file, which occupies a prominent place on the top of my desk. Here it stays until the deal is closed, or a flat refusal to purchase has been given. Copies of any subsequent letters are added to it. In case the sale is not made, and the closing letter states that the matter may be considered at some future time, the card is endorsed, "Not dead, but sleeping," and filed in a drawer, to be followed up later. If a specific date be fixed for again

taking up the subject, a note is made on the card for that date in the desk tickler.

It will be noted that all the work up to this point has for its object to give the salesman a knowledge of his prospective buyer, which will stand him in good stead when he meets him face to face. It is, of course, taken for granted that he is possessed of all the knowledge of his machine necessary—and this means knowing it "down to the ground." If he does not have this, he had better get it or resign. He must be in a position to meet and overcome instantly any and all objections which may be raised. It is good business sometimes to anticipate the objections and thus rob the buyer of his "thunder."

Salesmen Must Have Knowledge of Both His Machine and His Prospect

The sale of a commercial graphophone depends entirely upon the ability of the salesman to make the buyer see the following three points which are claimed for the machine:

First, that the use of the machines will save him from 40 to 50 per cent of his expense for letter writing.

Second, that with them he is the absolute master of his time. He can dictate at any hour of the day or night, and at any desired rate of speed.

Third, that letters dictated in this way—at the moment when the subject is fresh in his mind, and in absolute privacy—are apt to be better constructed, more concise than when dictated to the average stenographer, who, when the pace becomes hot, as mental concentration advances, is apt to interrupt the dictator to inquire, artlessly, "Please, sir, did you say oxtail soup or castile soap?"

There are, of course, many other supplementary arguments in favor of the machine. But the arguments that count in the approach, in the heat of battle and in the closing of the deal are always the ones set down above. The refrain of "40 per cent" is sweet music to the ear of the prospective buyer in these days of keen competition. He is the man, probably, who has to face a board of directors at the annual meeting and explain why the dividend, which was 8 per cent last year, is only 6 per cent this year. In this embarrassing position, a 40 per cent saving in any department is as a life preserver to the hapless voyager who has fallen overboard in mid-Atlantic.

This being the case, the points above covered are brought out prominently in every letter that is written leading up to the first interview. They are made the prominent feature of that interview. In the trial of the machines which ensues, the records of work done are carefully tabulated with regard to the saving, convenience and better construction of letters. In closing the deal, all this is brought to bear upon the buyer, to prove that the claims made have been amply substantiated, and that he cannot afford to be without the machine "that saves him 40 per cent."

Newness of the Product Demands Full Explanation of Advantages

In most instances the use of a commercial graphophone is an entirely new thing to the man to whom you are talking. He uses typewriters, has used them for years; automobiles he knows all about; adding machines are no longer untried mysteries to him. But when I come along and talk to him about a commercial graphophone, he at ones removes himself to that mys-

Rating	Oil Well Supply Co.	
AAA-1	215 Water St.	
	Pittsburg Pa.	
	John Eaton, President	
	Louis Brown, Treasurer	
	Louis C. Gaudo, Secretary	
✓	D. J. Brown, Mgr. Sales Dept.	
	C. J. Connor, Purchasing Agt.	

Form 1: The prospect card on which is gathered the fullest possible information regarding firms and individuals to be approached by salesmen. The check indicates the proper man to see

terious region known as "Missouri," and demands to be shown. So to the work of salesmanship is added the factor of educating him first as to his need for the machine, and, second, as to what the machine is.

Another obstacle which the commercial graphophone salesman has to meet which is not true of many other lines is the opposition of stenographers. The writer well remembers when the lineotype typesetting machine was first introduced. I firmly believe that ten years from now, all dictation of whatever kind or description will be given to machines. I am just as firmly convinced that ten years from now, there will be fifty per cent more typewriter operators employed than there are at this time.

In some instances the opposition of stenographers has been the factor which made me lose a sale, but the number of business houses who allow any influence aside from the opinion of the responsible head to dictate their policies is becoming less all the time.

Bearing these points in mind, we will now proceed to show just how a sale of commercial graphophones is made. On the twenty-fourth day of September, 1904, among the six prospect cards which were brought out of the file to be written to was the one shown in Figure I.

The data on the card having been mentally digested, I dictated the letter reproduced in Figure II as the first move.

With this letter was enclosed some advertising matter regarding the advantages of the commercial graphophone, and a list of the firms in and about the city who were already users.

Two days later the letter shown in Figure II was received from Mr. J. D. Brown, manager of the sales department of the Oil Well Supply Company.

On receiving this letter I called up Mr. Brown and made an engagement to see him about 11 o'clock to talk over the matter. Promptly at the hour I was ushered into his presence.

Emphasizing the Strongest Point of the Article in the Selling Talk

I found Mr. Brown to be a very cordial man, but keen, accustomed to doing business quickly. He had my correspondence before him, and without delay we got down to business. He went straight to the heart of the question.

"This 40 per cent saving," he asked, "how is it effected?"

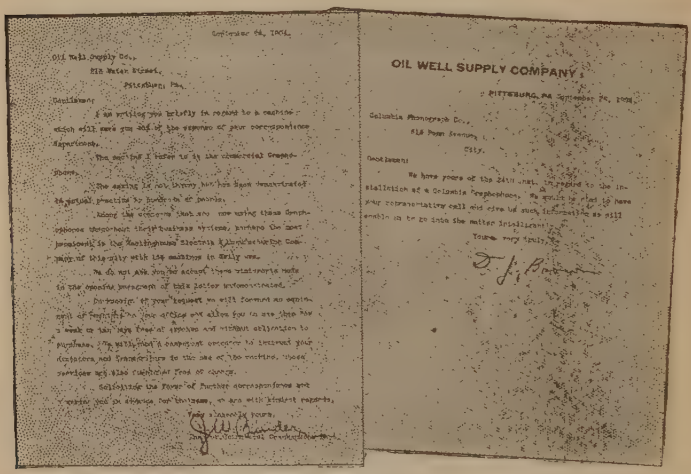
"Just this way," and I explained it to him in a few words.

He was interested.

"Now let us do a little figuring, if you please," I continued. And in detail I figured out the number of

hours, and reduced these to the dollars and cents of the actual saving this would bring Mr. Brown.

While I was demonstrating this saving in percentages, in the actual figures of his particular circumstances, Mr. Brown was jotting down some figures on a pad of paper, and when I had concluded, he had reduced the percentages to dollars and cents. It was contemplated to install four machines, two in the sales department and



OIL WELL SUPPLY COMPANY

Form: II The first exchange of letters which led to the actual sale described in the chapter. On the left is shown the "first gun" in the fight, at the right the "come on."

two in that of the purchasing end. The stenographers were each paid $75 per month. Mr. Brown was surprised to find that the time saved daily by the two stenographers would amount, in wages saved alone, in one month to $51.84.

"On the face of it," he said, "this looks to me like a good thing. But look here, what's this outfit going to cost us, and what will be the expense of maintaining it—I mean for supplies, repairs, etc?"

"Your initial expense will be about $300 for the entire outfit. This will include enough cylinders to last you six months."

"Those cylinders," interposed Mr. Brown, "what do they cost, and how long will each one last?"

"A cylinder holds eight average business letters of fourteen lines each. You can shave this cylinder 100 times. This gives you 800 letters at a cost of 30 cents, plus the time of a boy used in shaving the cylinder. This is a good deal less than the notebooks and pencils would cost you to take shorthand dictation for the same number of letters."

While I was saying this I had reduced the calculation to figures on the pad before Mr. Brown. I believe in putting any proposition in salesmanship into figures. Your customer comprehends it much better. It inspires confidence, too. The buyer's unconscious mental attitude is that the statement made must be right or you would not be willing to put it "in writing."

Applying Training Knowledge to the Prospect's Particular Circumstances

Mr. Brown checked the figures on my calculation. Then came half a dozen questions in quick succession.

"After the dictation has been recorded on the cylinders, can my stenographer hear it well enough to make rapid time in transcription?"

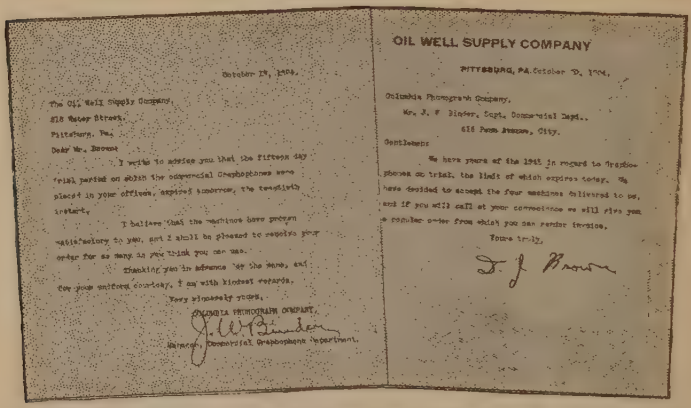
"Suppose I am interrupted in the middle of a letter by a man whom I don't want to keep waiting, what then?"

"But suppose I have forgotten what I said in the letter up to the point where I was interrupted?"

"Do the machines require much attention? Do they get out of order easily?"

These questions I had, of course, been trained by schooling in the goods and by practical experience to answer without hesitating. And in each case the answer was made specific—applicable directly to this man's circumstances.

After my last answer Mr. Brown pushed a button on his desk.



OIL WELL SUPPLY COMPANY

PITTSBURG, PA. October 9, 1904.

Columbia Phonograph Company,
Mr. J. F. Binder, Supt. Commercial Dept.,
618 Penn Avenue, City.

Gentlemen:

We have yours of the 19th in regard to Graphophones on trial, the limit of which expires today. We have decided to accept the four machines delivered to us, and if you will call at your convenience we will give you a regular order from which you can render invoice.

Yours truly,

D. J. Brown

October 19, 1904.

The Oil Well Supply Company,
618 Water Street,
Pittsburg, Pa.

Dear Mr. Brown:

I write to advise you that the fifteen day trial period on which the commercial Graphophones were placed in your offices, expires tomorrow, the twentieth instant.

I believe that the machines have proven satisfactory to you, and I shall be pleased to receive your order for as many as you think you can use.

Thanking you in advance for the same, and for your courteous courtesy, I am with kindest regards,

Very sincerely yours,

COLUMBIA PHONOGRAPH COMPANY,

J. W. Binder

Manager, Commercial Graphophone Department.

Form III: The letters which prepared prospect and salesman for the consummation of the selling transaction, one giving notice of the expiration of the trial period, the other accepting the machines

"Ask Mr. Connor to step here for a moment." This to the boy who answered.

Mr. Connor was the purchasing agent of the company. After introducing me, Mr. Brown synopsized the proposition to Mr. Connor. I was somewhat surprised, and not a little taken down, to note how well he did this, how the points which had impressed him were emphasized, to the exclusion or minimizing of the non-essentials. Mr. Connor is a young man. It is enough to say that he is a native Pittsburger. He hardly uttered a word until Mr. Brown had finished. Then, to me: "If we buy these machines what discount do you give?"

"Two per cent for cash in ten days from date of bill," I answered.

"No more?" he queried.

"That's the limit," was my reply.

"All right; I'm willing to give them a whirl." This to Mr. Brown. "How soon can you install them?" he asked me.

"In two hours," I came back. This was after mine own heart.

"I'll write you a letter today receipting this proposition and accepting the machines on the trial basis," said Mr. Brown, as I was picking up my hat to leave.

"Wait two hours and dictate it to the graphophone. I'll have them working in that time," was my reply.

How the Demonstrator Helps the Prospective Users During the Trial

Two hours later the machines were installed. In the presence of all of the men who were to give dictation, I dictated a cylinder facetiously headed "Dissertation by the Doctor," in which I outlined the proper methods of giving dictation, the correct pitch of the voice, how to hold the pipe, emphasizing the necessity of pronouncing all the syllables of each word distinctly, ending the whole "spiel" with the comforting adjuration that these things, while they appeared somewhat complicated at first, would become entirely mechanical later.

After having each one of the dictators listen to the "dissertation," I had each one dictate a letter, and listen to its reproduction. Thus each saw, or rather heard, the flaws in his manner of dictating, and, unconsciously, remedied them.

The hour thus spent was repeated each day of the trial period.

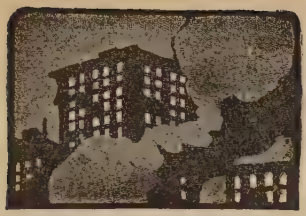
On the day previous to the expiration of the trial period I dictated the letter reproduced in Figure III to the Oil Well Supply people, calling their attention to the expiration of the trial period and soliciting their order.

In response to this I received next day the letter of acceptance shown in Figure III.

Of course I called, and Mr. Brown handed me the order, for which I thanked him. Later I dictated a personal letter to him and to Mr. Connor, in which their uniform courtesy was acknowledged, and the assurance given that I would be pleased always to see to it that their business received my personal attention. I also suggested, as modestly as possible, that any information regarding other business houses whose crying need was commercial graphophones would be appreciated.

The Chain of Evidence

THE salesman who determines with absolute accuracy what it means, first, to prove a proposition, and second, to apply the general principles of demonstration to an immediate matter in hand, knows just how far to go in making a demonstration, what to include and what to exclude. He can see in his mind's eye the chain of evidence that he is fashioning and will make that chain exact, logical and convincing.



CHAPTER V

Selling a Line

BY J. HARRY SELZ

Treasurer, Selz, Schwab & Company

The sale of a case of shoes, under the stress of modern competition, goes through a perfect scientific process.

One sale is made by the "Three C" method. This method includes the planting of three germs: First, the *germ of curiosity;* second, the *germ of confidence;* and third, the *germ of concentration.* This forms the basis upon which the sale is made.

Originally, the salesman was just given his line, after a bare knowledge of what it was, and told to go into his territory and get the business. Now it is all changed —the mind of the customer is worked upon with as much delicacy as though he were being persuaded to occupy a position to which he had long been opposed.

The salesman forwards to the house every night his daily report (Form I), on which are indicated "prospects." These must include the *best shoe firm in each town.*

At this point, the day after Mr. J. V. Smith's name is sent in, the making of the sale begins. The prospect's name is at once entered in the prospect file (Form II) and a series of *"promotion letters"* are sent out by

the department of publicity. These include a half dozen or more, depending, of course, on the circumstances; it is usually the case that a good many letters have to be sent before Mr. Smith is ready for a visit of the salesman.

Arousing Interest in the Customer by Planting the Germ of Curiosity

These letters are designed to work up by cumulative power an interest in our house and our goods. It is planting the germ of curiosity—the germ by which it is intended to develop Mr. Smith from a prospect to an actual buyer of shoes and from a buyer to a life-long customer; and the principal means used is straight from the shoulder *argument.*

We aim to do more than attract his attention; we want to get him in an argumentative state, to consider the difference between our house and some other house. This is the first impression. The second impression is to get his mind more keenly awakened to this difference. And the next, and perhaps the last impression, is to get him to see by the letters that the difference is in favor of the former. Thus, we plant the germ of curiosity.

Usually these letters, varying always, never fail to get the prospect sufficiently curious to bring about correspondence and eventually to look for the visit of the salesman.

After Mr. Smith has reached the inspection period the salesman visits him informally. There are two ways of calling on the man; to open the line at the hotel, or to take a grip full of samples to his store. The latter method ought to be followed in making the first call, while the former is followed in making the succeeding calls. The salesman always—this is an invariable rule

—takes in his grip nothing but what Mr. Smith may be interested in, as revealed by the series of letters, or that which the salesman can do better on than some other house. This is done for the main purpose of securing an immediate point of contact and not confusing his mind—for his attention has previously been called to certain grades or styles of shoes; and to show him something else might confuse him.

As the salesman enters Mr. Smith's store he carries the particular shoe or style which Mr. Smith may have referred to in his letter. After the usual salutation and brief reference to a prior letter he will speak of the quality and wear of the shoe—the one particular brand of shoe that Mr. Smith has shown a preference for. The salesman makes no excursion to other fields until he has exhausted this one shoe. And this one shoe he never fails to have in his hand. Those in his sample case are the ones on which the excursion can be made. Thus Mr. Smith is made acquainted with the shoe he has shown a liking for.

Comparison the Strong Point in Demonstrating Shoe Value to the Buyer

The next step is to further convince him by *comparison. Comparison* must be skillfully drawn. The aim is to further demonstrate the difference between the shoes of this house and those of some other. So the particular grade of shoe that Mr. Smith seems to have liked is placed at once on comparison. To the strong salesman it is an easy matter to trace with the eye on the shelves of Mr. Smith's store a shoe which resembles the shoe in question. The two are placed side by side. The lining of the shoe carried by the salesman is shown either to be better in quality, or better stitched, or more

USE SEPARATE CARD FOR EACH TOWN

DAILY REPORT, MAIL EVERY NIGHT

TOWN Scranton STATE Pa. DATE 1907

DO NOT USE THIS COLUMN	CALLED ON	DID YOU SHOW THE LINE? YES OR NO	GOLD		REMARKS THIS IS NOT THE PLACE FOR INSTRUCTIONS ABOUT FILLING ORDERS, REASONS FOR NOT BUYING, NOTATIONS ABOUT EXCLUSIVE SALE, CHANGES IN FIRMS, ETC.
		KEEP LEA. AND RUB. SEPARATE	PREST $ ONLY	LATER $ ONLY	
	J. R. Brown			1.00	Prospect Store
	M. F. Smith	Yes			
	W. Burns		7.25		Old Corner

DO YOU KNOW OF ANYONE GOING TO PUT IN A NEW STOCK? GIVE NAME

SALESMAN W. R. Price

Form 1: Daily report from salesman to the home office giving name and other particulars regarding dealers who appear to be good prospects

durable, or the sole and upper to be of a better grade of leather, or more carefully put together, than the other shoe. There will always be some distinctive feature whereby a superiority can be claimed for our shoe. When Mr. Smith has got this firmly fixed in his mind there is secured the first foothold.

Next comes the implanting of the germ of confidence. It is not enough to interest the buyer in the shoe and show its value to him; he must interest the retailer in the house, and prove its value to him. Here the advertising question enters into the sale. Rarely does a country merchant buy a bill of shoes unless he is convinced that the line will be thoroughly advertised. He wants to feel that we will do more for him in this respect than the other fellows. So Mr. Smith is given full information regarding the advertising which the house is doing in a general way and he is also posted on the special advertising which we are willing to do for him. This consists of a great variety of outdoor signs, store signs, indoor advertising of various sorts; and he is encouraged to co-operate in his own advertising with the work we do in general and for him in particular.

Here he feels that the house will stand by him not only in this respect, but in others as well—"for," he says to himself, "a concern which will do so much to get my trade and then spend money to build it up, will surely stand by me." And with this feeling the ordinary notion of "Oh, he is trying to get my money," is at once dissipated.

Co-operating with the Dealer in the Preparation of Advertising

We further co-operate with our customers in the preparation of good advertising matter which he may

send to his own customers. This advertising matter is designed to create an interest in the goods in the mind of the customer, and to establish the fact that Smith sells them. In fact all the advertising we do, either in a general way, by painted signs or conspicuous walls or bulletin boards, by newspapers, and by the work done in direct co-operation with a customer, is intended to "play into his hands." We realize fully that our interests are best served by serving his.

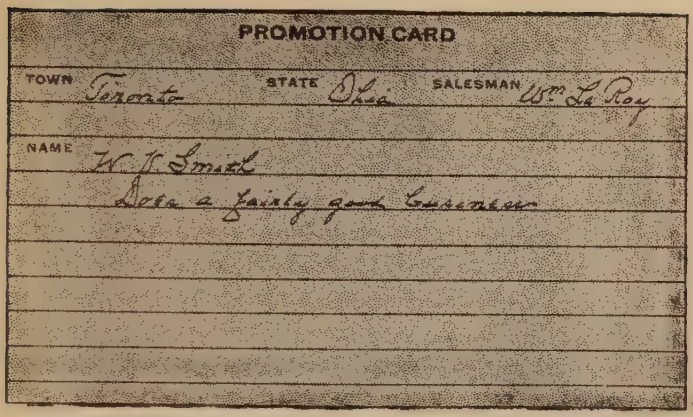
On each sample shown is a small tag addressed to the wearer of the shoe. This tag is intended primarily to gain his confidence through an obvious appeal to the wearer. The moment Mr. Smith sees the tag he feels at once that the house is trying to do the right thing by the person who buys the shoes, and this being so he will do the same by him. On the reverse side of the tag the following paragraph appears:

"Be as honest with the shoes as they are with you; then if they go wrong we will make them right. We expect to pay for any mistakes we make."

In this little tag we offer our customer what amounts to a guaranty to the wearer that the shoe to which it is attached will prove as good a shoe as the money will buy; and it is an agreement to make good any shoe which does not come up to this standard. This goes far to demonstrate to the dealer and to his trade that they may safely put confidence in us and in our goods.

The argument is constantly advanced that "we look to a man's foot instead of his eye." In selling to country customers this argument carries weight. And it is one of the best arguments in making a sale.

In this connection the element of *competition* comes up. Mr. Smith will make reference to the fact that he has had the same offer from other houses and that their


PROMOTION CARD

TOWN Toronto STATE Ohio SALESMAN Wm. La Roy

NAME W. T. Smith

Does a fairly good business

Form II: Promotion card made out and filed in the home office for each prospect whose name is sent in by a salesman. Space permits of a subsequent record of his dealings with the house

shoes look just as good. But the general make-up of the line of shoes, the advertising campaign carried on, and the impression formed by the series of letters, generally make it unnecessary to say much about other lines. He is left to draw his own conclusions, depending entirely on the first impressions made.

Showing the Dealer the Advantages of Handling a Line

The germ of *concentration* follows next in the process. If Mr. Smith can be made to feel that it is money saved to buy his shoes from one house instead of going from one house to another, the prospects of making the first sale are vastly strengthened.

A line ranging from men's fine dress shoes to heavy work shoes, from women's and misses' dress shoes and slippers to heavy every-day shoes, and from infants' and children's shoes to schoolboys' and rubbers, is held out to Mr. Smith as representing the complete stock.

For concentrating his purchase we offer additional discounts, larger advertising, quicker service, special brands, and personal attention to the wants of his customers.

The germ of curiosity then has succeeded in getting the salesman into Mr. Smith's store with a line of samples suggested by the promotion letters. The germ of *confidence* is established by showing just what the shoes are, by comparison and what the house will do, by advertising, to assist his sales and to draw people to his store, while the germ of concentration has been planted deep enough for all practical purposes. This accomplishes the sale.

How the House Endeavors to Make a Customer Permanent

After the first order is received, how does Mr. Smith become a permanent customer? If the house allowed him to shift for himself after the first bill of goods were in his store, he might not be able to state their merits with full success. So it is necessary that certain things be done to hold him as a customer.

And in doing so the house has to sell the shoe twice—first, to Mr. Smith; then to his customer. It is always better to spend one dollar out of a possible two-dollar selling expense to get the shoes out of the retailer's store than the whole two dollars to get them into the retailer's store. And this means a campaign of general advertising. In this respect no regard is taken of the local community. The entire country, or that part of it which is our territory, is thoroughly covered with good advertising.

We use a large list of newspapers in the principal cities in our territory; using page ads. and smaller copy.

Our list of newspapers is being extended each season. In these advertisements the one central idea is to circulate our name. This is repeated so much that people everywhere become acquainted with the name. And in passing different stores our signs and store advertisements are so plain that the individual gets our shoe pretty well fixed in his mind. Why, then, should he fail to be drawn to the store handling the shoes?

There are two catalogues issued yearly which describe all the styles in shoes and rubbers. These are sent Mr. Smith, and are supplemented with a *price list on seasonable goods* issued during the interim.

A monthly letter in the form of a house organ, "The Shoe News," is sent Mr. Smith and acquaints him with the latest doings and happenings in the shoe world.

How the House and Salesman Keep in Touch with the Dealer

Peculiarly, only one letter of thanks is sent Mr. Smith, and that on the receipt of his first order. The method of getting the people to his store, or the selling of his shoes for him, is evidence of the appreciation or at least of the effort to do the right thing by Mr. Smith; and he perceives this instantly.

The advantage of being an *exclusive dealer* in our shoes is given Mr. Smith, provided he will buy enough shoes to make it worth the effort to build up his trade.

In addition to the advertising efforts directed from the house, the traveling salesman is constantly in touch with Mr. Smith. He sees that every piece of shoe information, in one form or another, is sent him; he writes him at certain times inquiring if there is anything he can do for him, or if there are any complaints from his trade, or if any fault is found with the shoes. There

are times also when the traveler will send souvenirs and the like to Mr. Smith in order that his personal interest may be sustained. In one way or another the salesman is in touch with Mr. Smith from the time he left his store with the first order.

Everything is prepared now for the second call. The first bill of goods has been sold—largely through the efforts of the house; the interest of Mr. Smith has not been allowed to flag; the salesman has shown his own personal enthusiasm, so the path has been prepared for the second visit. And when he makes the second call Mr. Smith visits him at his hotel. The tide has turned. Instead of having to take a small sample case to his store, Mr. Smith gladly goes to the sample room, where a complete line is on display.

And in this way he is made a permanent customer. In the first instance *curiosity, confidence* and *concentration* have germinated sufficiently to make the sale. The efforts made by the house to sell the goods and the personal interest taken, both by the salesman and the house, keep these germs growing with the one result—a lasting customer.

Be Brief

WHEN you talk to a man in his office, make your sentences the shortest possible distance between two points. Remember that when a man's listening he is not telling on himself and he is flattering the man who is.

Alexander H. Revell.

CHAPTER VI

Selling to the User

BY F. C. GILBERT

In these days of keen competition it does not take long for the news to travel that there is a prospective purchaser in the automobile field.

If a man is favorably inclined toward the purchase of an automobile the task of the salesman resolves itself into an effort to convince him that the particular car the salesman has to sell is the proper one for him to buy.

To sell automobiles requires men of high qualifications, as the class of people who are purchasing cars at the present time are persons of means, prominent in business or social circles, and usually people of education and refinement. While it is not necessary that the successful automobile salesman be a practical mechanic, those who have been the most successful have had either a mechanical education or a natural inclination for mechanics. The average person possesses a surprising amount of information on mechanical subjects, and many a sale has been lost because the buyer has been better posted than the salesman himself.

Prospective purchasers may be divided into three main classes: First, those who intend to purchase; second, those who are interested in a general way, but are not

thinking of purchasing at the present time; third, those who have the means to buy, but are apparently indifferent to the sport.

What the Salesman First Seeks to Learn in Handling His Prospect

We will suppose, for the purpose of this article, that the prospective customer has expressed an interest in an automobile and desires to own one.

The first step of the shrewd salesman is to find out all about the prospective buyer, his personal characteristics, his likes and dislikes, his financial ability to pay for a car and the kind of vehicle in which he would be apt to be the most interested. A visit is then made to the prospective customer and every effort is put forward by the salesman to get the first demonstration, if possible. As a rule, the salesman who secures the first interview with a customer is able to influence him strongly in his favor, and if his concern is prominent and responsible, and his car a good one, he can present his arguments in such a manner that any other salesman who attempts to sell the same customer will be put on the defensive. In other words, a shrewd salesman can induce the prospective buyer to unconsciously accept his company and his goods as the standard by which any competitors who may approach him will be judged.

Each man has his own method of securing business; hence, a plan which could be successfully followed by one salesman might prove a failure in the hands of another. The general method given here has been followed with success by many salesmen.

We will assume that the salesman learns that the prospective purchaser wants a machine of a certain class at a certain price.

The method of attack depends somewhat on the grade of goods represented, the standing, reputation and experience of the company and of its car. If the company represented by the salesman is an old and well established one, the salesman has the strongest of arguments in his favor, and these may be used to advantage. The financial responsibility of the company, its liberality in the interpretation of the guarantee, the nearness of factory to the buyer, the ability of a local agent to care for repairs, are all strong arguments, but the heart of the whole matter is a good car and a thorough knowledge of it by the salesman and an ability to place this knowledge before the customer in a convincing manner.

The Steps by which the Salesman Presents His Proposition

We will assume that the prospective purchaser has narrowed his choice to a definite number of makes, among which he is undecided, and we will assume that this prospective customer has entered the salesroom for the purpose of inspecting our particular product.

First, the salesman calls the customer's attention to the superiorities of this particular make.

Second, and incidentally, he calls attention to the peculiarities of mechanisms or functions which other makes claim as points of excellence, but which in many cases are mere talking points, elaborated for the purpose of influencing uninformed customers.

Unless a customer is already well posted concerning automobiles and wants information only on definite matters, the salesman demonstrates the following points in his machine in their order:

The motor, the transmission, the control, the driving mechanism, the upholstering and finish.

To the average customer, the motor is, of course, of primary importance. This is the point, consequently, which the salesman attacks first.

After taking off the hood which covers the motor, he explains the peculiar construction of his particular make, which, for example, may embody four separate cylinders, instead of sets of cylinders constructed in pairs, an arrangement which is characteristic of many machines on the market. He then explains why this construction is held by his firm to be superior. In the first place, it allows the water to circulate freely around the entire cylinder, instead of two-thirds of the way around, as it does in the cylinders constructed in pairs. This is a point of superiority because such a construction allows a uniform expansion and contraction of the cylinders, owing to the uniform distribution of the water supply.

In the second place, this construction allows for five instead of three crank shaft bearings—an advantage which even the layman may appreciate.

In the third place, the jacket of the cylinder wheels is made of copper. The salesman goes on to emphasize the advantage of this.

In the fourth place, the valves are operated automatically, instead of mechanically. Its superiority is explained.

In like manner the other points are explained, and explained in such a way that will show the why, how and because of each point.

Salesman Explains Carefully the Car's Technical Points of Advantage

The next function to explain to the prospective customer is the method of power transmission. As practically all motor cars are constructed alike, as far as this

transmission is concerned—namely, by means of sliding gears—this point resolves itself into a matter of satisfying the customer as to the material and workmanship used in its construction. Specific details are shown and explained; generalities do not impress the careful investigator.

The next feature to take up is the control of the particular machine. It is distinguished by a mechanism which is similar in results to the control of a railway locomotive. The speed of a locomotive is controlled by admitting more or less steam through a throttle. The mechanism of his car is explained and its distinguishing points brought out.

The fourth feature is the "driving." The driving is the mode of transmission of power to the rear wheels. The same detailed explanation follows.

The fifth and final feature to be taken up in the demonstration of a motor car is the finish. But unless a prospective customer is particularly inexperienced or desires a machine primarily for the purpose of display, this point is not of marked importance and is last to be touched upon.

It will be noticed that throughout the entire demonstration the peculiar mechanism of the product is explained on the following basis:

First, the customer is impressed with the necessity of the functions which a motor car's mechanism must perform.

Second, the customer is impressed with the completeness with which this particular motor car's mechanism performs these functions.

Third, the customer is shown why the functions thus performed by this particular make of cars are the fundamental functions and that features which are not em-

bodied in these cars, but which are claimed for competing makes, are either unnecessary or even weakening to more important functions.

After the arguments have been presented, the customer usually requires a road demonstration to learn for himself whether the car will come up to the claims that are made for it.

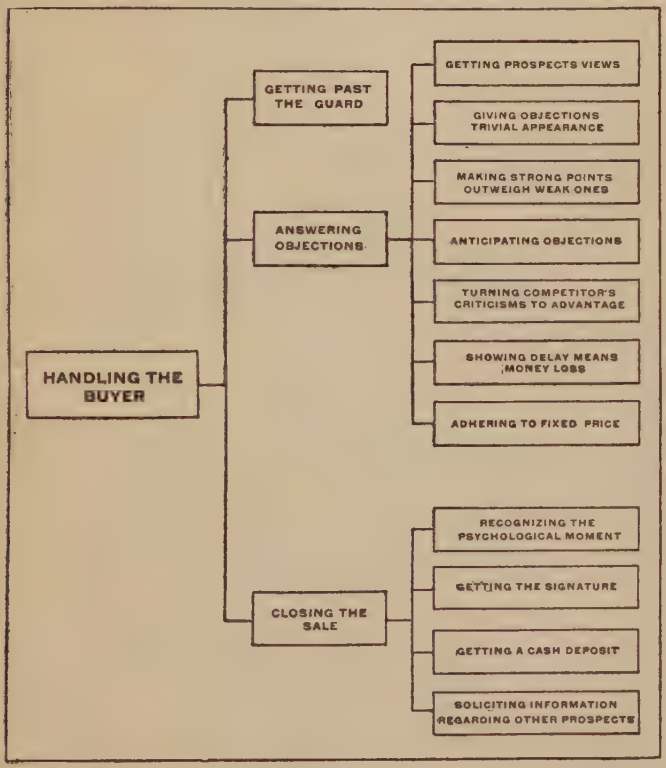
If the demonstration is successful and the customer is pleased, an effort is made to clinch the sale before the customer's enthusiasm has a chance to cool off. A cash deposit of part of the retail price is usually insisted upon as a provision against cancelation of the order and as an evidence of good faith. The balance on the car is paid on delivery.

The Selling Foundation

GIVE me a man with a good back bone, susceptible to instruction, willing to absorb, and with a disposition to obey orders, and I will assume the responsibility of his becoming a good salesman. It is true that he must have a foundation upon which to build. I will call the stones of that foundation intelligence, education, appearance, persistence, self-control, and diplomacy. None of these is a gift, but an accomplishment that can be developed more or less, according to the individual. *W. A. Waterbury.*

Part III

HOW TO HANDLE THE BUYER



Here are presented in analyzed form the points that make greatest demand on the salesman in handling his customer

Know Your Ground

Before you make any man a proposition, be sure of your course, the end you desire to reach. Know yourself, know your goods, know your man.

No friendly wind is going to pilot your ship into the port of profit. You must map out your entire business voyage before you lift the anchor of initiative or set the sail of action.

It is the minute of talk after the hour of thought, the ounce of effort after the ton of preparation, that steers a business project into the harbor of success.

Before you step—*look ahead.* Before you fire—*aim.* Before you act—*plan.*

CHAPTER VII

Getting Past the Outpost

The biggest fish always get away—in the camp fire narratives of Isaac Walton's clan. But it is one of the compensations of a salesman's career—strenuous, every-day sport it is—that, once he takes your bait, the big man is as handily brought to the landing net as the fellow who will never figure in "Who's Who."

Once he takes your bait, I say. There shows the biggest difficulty—the problem. The wary old trout at the bottom of a shotgun guarded pool is more easily reached and enticed than the big man in business or professional life. Money-captain, railroad general, specialist in law or medicine, he is so hedged about with defences that the task of getting speech with him becomes a battle of wits against clerks, secretaries, assistants, hired to insure his working hours against interruptions. In no other occupation is the game so keen and close, does knowledge of men and instant judgment count for so much, are victory and defeat divided by a line so nearly intangible.

Some years ago I was one of a crew of canvassers selling an important dictionary in conjunction with a Chicago newspaper. Five of our younger solicitors had broken themselves on the office fortifications of Presi-

dent E. P. Ripley of the Santa Fe road, reporting that it was impossible to break in on him.

Now, "impossible" is a word that shatters discipline in a company of canvassers, and the crew manager assigned me to the task of selling Mr. Ripley and showing the younger men their mistake. Besides the lesson for the crew, we wanted Mr. Ripley's subscription and commendation to use as an advertisement and selling point.

Locating the Prospect—The First Step in Getting Next to a Big Man

When I marched into the outer office, my first move was to make sure that my big man was inside. I had only this one chance to land him—and it would be fatal to my plan to ask if Mr. Ripley was in. So I busied myself with some memoranda as I entered, and, turning my back, pretended to add up a column of figures while I listened to the talk of the clerks and the other visitors.

In a minute I had my cue. Mr. Ripley was in. A railing divided the outer office. One of the two clerks was seated at the desk beside it. The other was talking to three railroad men—probably a committee—across the railing.

Pocketing my memoranda, I stepped quickly to the gate. The clerk rose, inquiry in his eye. I thrust out my hand. He met it automatically.

"Why, hello, old man!" I said, cordially as I knew how. "You're looking better than you did last time I was up." As we shook hands I threw up the bolt of the gate and stepped inside.

My clerk was puzzled. He had never seen me before, but he didn't know it. He feared to make a mistake. And while he shuffled the photographs in his mind's gallery he was at my mercy. There had been a little

story of new Santa Fe extensions in the morning papers. I talked lightly of them as I edged toward the open door of the second office.

The other clerk bore down on us. I met him with a smile and the same compelling motion of my right hand. He, too, was at a loss. I knew him, I was glad to see him, but he couldn't identify me. The advantage was all mine.

I brought him into the gossip about the road while we shook hands. Then while the problem of placing me still engrossed them, I turned toward the inner room.

"I'll be out in a minute," I called gaily. Their momentary hesitation put me beyond their reach.

Working a Ruse to Get Past the Prospect's Guard

The man in the second office was busy with a filing case in the farthest corner. I nodded to him with a smile and steered straight for the door leading to the office at right angles. He was too far away to cut me off—and my friendly greeting paralyzed his brain for that one vital moment I needed. The door was open. I saw a young man at the central desk. Mr. Ripley's private office must be beyond, and this was his personal secretary.

"Hello!" I said, "E. P.'s in. I've a letter he'll want to see. I'll just hand it to him."

In another moment I had penetrated the citadel. The secretary was as powerless to stop me as the men outside.

Mr. Ripley looked up prepared to listen. His outside men were efficient and the fact that I stood there was guarantee that my business was important and for his ear alone.

One glance and I had my line. This man's natural dignity, his habit of command forbade even an approach to equality. There is subtle flattery in admitting without argument another man's superiority. No man is big enough to recognize it as flattery or too big to be unconsciously influenced by it. My role must be that of a messenger.

"Mr. ——— of the Morning ————," I said, offering the letter, "sent me down to ask what binding you wanted on your Universal dictionary."

He stared at me in surprise. That was what I wanted. If he read Mr. ———'s letter—merely introductory as it was—it would take ten minutes to bring him back to the mood I found him in. The Universal had been extensively advertised. Mr. Ripley, I knew, understood that no other dictionary approached it in value as a reference work. To rehearse my talking points would be to tire him and lose the sale.

I whipped out my sample bindings and laid them out before him.

"Mr. Morton got a good deal of fun out of choosing his binding the other day," I remarked in casual fashion. Mr. Morton—since secretary of the navy and now president of the Equitable Life—was vice-president of the Santa Fe at the time. I calculated my effect in mentioning his name, but omitted to point out the binding he had selected.

In five minutes Mr. Ripley and I together had come to a pretty clear conception of the Universal's merits. Then I switched the talk back to the bindings.

"What binding did Morton take?" he finally asked.

That settled it. In three minutes more, I had Mr. Ripley's check for the same binding and a line of vigorous approval for the dictionary.

Nothing is so fatal to the *morale* of a canvassing crew as the discovery that certain men can't be approached—much less sold. The old stagers learn to discount such repulses, but the youngsters lose heart and begin to tackle their easiest prospects with an apology in their eyes. The only way to break up a "losing streak" like this is to demonstrate their mistake and show that the captain in his citadel *can* be reached.

The Moral Effect of Getting Next to the "Impossible" Man

During our Universal dictionary canvass of Chicago this ominous "can't be seen" had been checked up against the name of one of the most noted physician-surgeons of the city. Busy doctors are always hard to see, but this man had an office attendant who was almost psychic in her analysis of visitors' errands: At one of our evening "experience" meetings, the crew manager brought up Dr. ———'s name and wanted to know why we had fallen down on him. Six men who had failed explained the ingenuity and decision of the attendant. She was simply unbeatable, they agreed.

"Unbeatable, eh?" The crew manager sniffed. "Here, Blank,"—he thrust the doctor's prospect card at me—"go and see Dr. ——— tomorrow. Bring back his order or his name on this card to teach these young gentlemen that any man alive 'can be seen.' "

The reports of the youngsters satisfied me that no ordinary approach would land me in the physician's inner office. I would have to bluff my way past the clairvoyant attendant. I took my cue from the doctor's penchant for surgery.

There were a dozen women waiting in the reception room when I entered. Quick action was imperative.

If I waited my turn, the girl with the memorandum pad would learn my entire pedigree, back to Castle Garden.

"I am Mr. Blank," I told her quietly, but with pretence of hurry. "Ask Dr. ——— if he will see me for a minute about that operation."

"That operation?" she asked with poised pencil.

"He'll understand," I assured her, "I'm sorry I can't wait, and I'll only take a minute."

She hesitated, but a patient came out of the inner office. She went in. Ten seconds later Dr. ——— was in the doorway, trying to recall me. He couldn't, of course. He beckoned me. I gave his hand a vigorous squeeze as we crossed the threshold. At that instant, even, I didn't know how I should handle him. His first word might give me my clue.

"That operation?" he inquired, briskly professional. I *had* to answer.

"The operation"—my smile was as ingenuous as I could make it—"by which, with the *Standard's* help, you amputate five dollars a month from your bank account and graft the Universal dictionary on your library."

For five seconds he bristled. I hung on to my smile. Then the saving crinkles appeared at the corners of his eyes. My audacity amused him. He laughed. He dropped into his chair so hard the spring broke. I helped him up and brushed him off. He was still laughing.

"You're the seventh, aren't you?" he asked.

"The vital number," I suggested. "You know all about the Universal. You know you need it."

"Not to find the definition of impudence," he retorted. But he took my pen and signed the order slip.

"How much now?" he asked.

"Nine dollars."

He gave me a ten-dollar bill. I pocketed it.

"They'd expel me from the union if I gave you back that dollar," I explained.

He laughed again. He shook hands warmly at the door and the attendant looked relieved. The crew manager kept that order on the bulletin board for a month—much, I fancy, as the Romans displayed the *rostra* of captured galleys on the orator's platform in the Forum.

Running Down the Man Who Has Authority to Buy

Most exasperating of all "prospects" is the little-great man, without true initiative, that salesmen find in every large corporation. He has authority but is too timid or too lazy to use it until he has sounded the men "higher up" and learned their opinion. Often too, he dodges decision altogether rather than bring up the matter with his superiors. I call him a "shadow of a great man" because he is as fleeting, as hard to pin down, as the shadow that walks abroad with his master.

I wasted four days and endless patience trying to sell a mechanical money-counter to officials of the Elkins-Wardner syndicate for use by their various street railways. Shunted about from department to department until I grew dizzy, nowhere could I find a man who would say "yes" or "no" to my machine. I rounded on the last man.

"This thing has a throne somewhere," I said. "Who sits on it?"

"Mr. B——," he answered, "but you can't see him."

Couldn't I? The great man had one secretary guarding him. It was easy to walk in on him when the secretary was absent or on an errand.

"I could save your companies a lot of money, time and labor," I explained as he looked up, "if I could only find some man to do business with. I've talked four days to your high-priced officials, but every one thinks a decision is his neighbor's job. I didn't come here to talk sales to you, Mr. B——, but I do want to know who's who."

He grinned.

"You must want 'em to spend money," he said, "What have you got? Money counters?" He thought an instant. "We use counting boards. Better see Mr. S——— at ten tomorrow."

Mr. S——— had not returned to his office by noon next day. He was, I had discovered, a protege of one of the big men in the combination. But an appointment is an appointment.

"Tell Mr. S——," I warned his stenographer, "that I'll be here at ten tomorrow and that I'll expect him also to be here to talk to me. If he isn't, I'll ask Mr. B—— what business he has to make engagements for his employees if they won't keep them."

Mr. S——'s ten o'clock mood wasn't particularly amiable next day, but I emphasized the fact that Mr. B——— had referred me to him for a decision. I didn't let him know that Mr. B——— had not seen my machine. Indeed, he already had the impression that his chief was interested.

"What can you do?" he asked.

"Give me a bag full of quarters, nickels or dimes and I'll show you."

The coins were brought. In fifty-nine seconds the machine completed the count. Nine hundred and ninety-nine—one coin was thrown out. It was a counterfeit, which had passed the syndicate's cashiers.

"I'll have to think this matter over," Mr. S—— said after I had put the machine through all its paces. "Come in tomorrow."

S—— was the type of man who prides himself on his decision. He wouldn't want the chief to know that he would hesitate over the adoption of a machine which had made good as my counter had. I acted on that assumption.

"I've spent five days here already," I reminded him. "If you can't give me a trial order for five machines without further delay, I'll be obliged to go up to Mr. B——— and ask him for the order."

My reading of his character was correct. He weakened; sent for bags of nickels, dimes and pennies for another trial—to save his face. The machine counted them without slip.

"I guess we'll try five," he conceded and reached for my fountain pen.

Look Ahead

I BELIEVE in knowing just what I am doing and where I hope to land. I always strive to make others strive for something a little farther ahead, but I always know the exact point which I hope to attain, and I have figured out the steps I must take to reach that point. *Walter H. Cottingham.*

CHAPTER VIII

Answering Objections

BY W. A. WATERBURY

Sales Manager, A. B. Dick Company

No salesman should go into the field expecting to make a success of selling any article unless he feels himself competent to defend it and meet the objections that are sure to be raised against it. For the prospective customer's best rebuff—his surest attack upon the salesman's argument is a strong objection. If the salesman can meet it immediately and effectively he has gained a strong point, but if he hesitates or falls down entirely, the chances are that he will lose every inch of advantage he has previously gained.

To the salesman who is prepared, an objection is always a welcome opening, for it gives him an insight into the prospect's line of thought and enables the salesman to meet him on his own ground.

Although salesmen sometimes attempt it, I think it is a mistake to ignore any objection raised by a prospect. In the first place it is a dangerous thing to do, for most business men are shrewd enough to recognize any such evasion as a weakness in the salesman's proposition. It is far better to clear up every point as it is raised and defend your goods to the last ditch.

I believe the best policy to follow in handling objections is to show yourself always perfectly willing to discuss them, but to make them in each case appear as trivial as possible, leading back to the strong points and making them overweigh any possible weak ones.

If an objection is raised to which you know you can make reply, do not hesitate for a minute to clear up the situation—in fact, it is best to give the prospective customer the impression that the point is one that you simply had not yet come to in your sales argument.

Knowledge of Goods an Absolute Essential to Ready Meeting of Objections

Know your goods so well and be so sure of your position that for every objection made you can simply say: "I am glad you brought this up at this point—I see you are following closely and I like to meet a man who is sufficiently interested to think for himself. Now, one special feature of our proposition will commend itself to you in this very particular."

A favorite scheme of prospects is to bring up the good points of rival products. Often this is for no other reason than to start the salesman in an attack upon his competitors—a thing which, if he is wise, he will avoid whenever possible. Every salesman should aim to be as well posted on the points of other products as on his own, so that when compelled to defend his goods in a comparison he will be qualified to do so, but he should never enter into such a discussion unless he is forced into it by the persistency of the prospect.

The salesman's best training for answering objections he can obtain only from his own work. Each day during his first experience in handling an article, he is confronted with some new obstacle. The first time he meets

it he must answer it extemporaneously, from his general knowledge of his product. But he at once sets about to fortify himself so thoroughly on that particular point that when it next arises he will have every possible answer to it at his tongue's end.

In time, through his own experience and the interchange of ideas with other salesmen in his line, he will have become familiar with practically every objection he will be called upon to meet and also with the most effective way of answering them, and turning them to his own benefit.

But the greatest advantage of knowing the objections in advance is that it enables the salesman to anticipate them. Knowing exactly the points arising in the prospect's mind, he can sweep them aside at the very beginning of his argument, leaving a firm foundation on which to go ahead with his constructive talk.

Disarming the Prospect's Opposition by Anticipating His Objections

Thus a salesman introducing a new book on business or a new office system, knows that three out of four men will maintain that they do not need it because they know how to run their own business and have prospered for years without such assistance. Anticipating this, the salesman in his introductory talk shatters the objection before it is brought up by saying:

"Now I want to say in the very beginning, Mr. Brown, that I do not come here with any attempt to tell you how to run your business; I can't do it. I don't believe anybody else can. You are the man who understands most perfectly the conditions of your business; therefore you, yourself, are most capable of devising methods to meet those conditions.

"But we do believe that any other business man develops his operating plans easier, quicker and better if he can draw upon the practical ideas and experiences of other concerns."

This disarms the prospect of his most personal objection and at the same time constitutes an excellent introduction to his actual proposition.

One thing to remember is that while most business men are shrewd enough to recognize readily the advantages of an article, the average prospect wants things simply explained. His comprehension is best reached by citing illustrations in his own business, drawing apt metaphors and similes he will quickly understand. Many times there is no more effective answer to an objection than an anecdote that fits the case, preferably drawn from an experience with another dealer in the prospect's own line.

Salesman Must Use His Own Judgment in Each Individual Case

Of course, the salesman must learn to answer each objection as the individual circumstance demands. Some must be met directly, some by drawing the prospect's attention to other selling points calculated to overcome his reluctance. At times, however, an apparently unanswerable objection can be turned into an argument to clinch the order.

"I had a big St. Louis manufacturer on my canvassing list," said a salesman who was selling an office appliance. "I found him approachable, stirred his interest in my machine and got away with the promise of a definite answer the following week.

"When I called on the day appointed, I felt his antagonism when he acknowledged my 'good morning.' He

didn't keep me in doubt as to the reason, but handed me a late issue of one of the appliance trade journals. Slashing blue-pencil lines indicated a two-column attack on a certain alleged defect in our product. The writer's name carried no weight, but his treatment was exhaustive. He even made bold to compare the article in that particular detail with other machines.

"I galloped through the article and took forty seconds to decide what I should do. There was no dodging the issue. I must meet it.

" 'That's fine,' I said, dropping the paper carelessly on his desk. 'That strikes me as about the best advertisement the Peerless has received. It's a pity they didn't run that article in some paper of general circulation.'

" 'How do you make that out?' he demanded.

" 'Why, Mr. Jones, can't you see that article cost somebody a dollar a line?' I pretended astonishment myself. 'Let's analyze this thing. We're selling the Peerless strictly on its merits. The only way our competitors can block sales is to knock, knock—keep on knocking. In this case three or four experts in different lines spent weeks or months studying our machine looking for weak spots to attack.

" 'What do they find? With all their labor, they discover one feature in two hundred with which to find fault. If they had spotted more they would be listed in this two-hundred-dollar space purchased to pourd the Peerless. I don't like to admit that some concerns do such things, Mr. Jones, but I must leave it to your business sense to decide whether I'm speaking the truth or not—whether this paper would print such an attack unless it were paid for, every line.'

" 'And I'd like to ask you, Mr. Jones,'—I knew I had him all but convinced, 'if you can imagine a testi-

monial stronger than this criticism of the Peerless by its enemies—one point in two hundred to which they raise objection.'

"He almost apologized as he wrote the check. He gave me letters of introduction to several friends, and I sold four other machines on the strength of them."

Showing the Prospect that a Fixed Price Cannot be Changed Under Any Conditions

Probably the point on which more objections are made than any other is the matter of price. If you have a fixed price for the article you sell, resolve when you enter a man's office that you will name that price when the proper point in the sales talk comes and that you will stick to it. Do not argue the matter, and what is more, give the prospect to understand that the price is one point that you can not debate. Assure him of the quality of the article, its adaptability to his requirements and the service that you can give in the matter of delivery, but make him feel that the price is something that you—the salesman—have no authority to alter under any circumstances.

As a case in point, I recall an incident told me by a salesman who was handling a well known standard dictionary. "I spent three months," he said, "coaxing a Kansas City banker to buy my dictionary. He was cold blooded, analytical, a 'trader' of the old-fashioned bargaining sort, but he appreciated honesty and a square deal. I finally secured his interest and he promised to think the matter over and asked me to call again.

"I called—again—again—on an average twice or thrice a week for three months. Sometimes he'd give me a nod, other times five minutes' talk, but never an order. Once he asked the net cash price—$84.05.

"So things went on until my final week in the city. One of these last mornings I breezed in with more than my usual stock of confidence, told him I was cleaning up and wanted his order. He went out to the cashier's desk and brought back a bunch of bills. He counted it —eighty dollars—and handed it to me. I counted it.

" 'I'll take your dictionary,' he said.

" 'I'm afraid you've made a mistake, Mr. Smith,' I suggested, 'the price is $84.05.'

" 'That's what I'll give,' he said. 'You can take it or leave it.'

"Of course, I had to leave it.

"The morning I quit town, I determined to run up and have another try at Mr. Smith. I told him I was going.

" 'My only regret,' I said, 'is that I haven't your name on my Kansas City list. I'm rather proud of that list. There's still time to add your name, Mr. Smith.'

" 'You know what I told you,' he replied.

"I had figured out long before that he was honest and liked frankness. It was just the trading instinct that kept him haggling over that four-five.

" 'Yes, I know what you told me,' I answered, 'and I know that what Mr. James E. Smith says he means. If a customer comes asking an accommodation, you tell him right away what you can do and stick to that decision, because it's based on square dealing and what experience tells you is safe dealing. You've got no sliding scale to take advantage of the necessities of customers. It's true, isn't it, Mr. Smith, that the reputation of your bank has been built on this principle?"

" 'It is,' he assented.

" 'The paper and the publishers I represent'—right here I warmed up in earnest—'have built up reputa-

tions of their own by strict adherence to this same idea of square dealing. When I quoted $84.05, as the price of the books, it was as final as your decision on a loan. If you will tell me, Mr. Smith, that you're not asking me to break the very rule which has made yours the biggest national bank west of St. Louis and Mr. Smith its head, I'll take your eighty dollars.'

"For half a minute—a long time under such circumstances—he was silent. Then he looked up.

" 'How much did you say?' he asked.

" 'Eighty-four dollars and five cents,' I replied.

"In silence he filled out a check and pushed it across the table. It was for eighty-four dollars flat.

"I stood up and laid the check in front of him. 'Good-bye, Mr. Smith,' I said.

" 'Do you mean you want that nickel?' he gasped.

" 'Yes,' I declared, 'without that nickel your eighty-four dollars are no good.'

" 'All right,' he returned with a grin. He dug down into his trousers pocket and brought out the coin. 'I guess your blamed dictionary must be worth the price.' "

No salesman in meeting his prospect's objections should ever lower his own dignity or step out of the position he assumes when he enters the office. If your customer maintains that he is over-stocked, or that it is too late or too early to buy, don't try to coax him into giving you an order. Back up every request for an order with convincing reason why he ought to buy now.

The most effective argument is invariably that one which shows the prospect how he can either save or make money. Base your talk on his bank account and you will score your strongest point. Thus, the most effective answer to his plea for delay is a clear state-

ment of fact and figures showing him that delay means loss of money. If he has admitted the quality of your goods, has recognized them as a money-maker, then he has practically admitted that every day he puts off buying them, he deprives himself of a certain profit. Impress this on him in your strongest manner and concentrate your energies at the same time on sweeping away clear every objection he has thrown around your goods. Then get his signature. Remember that you are out for business, not promises, and that his "next time" is worth nothing compared with an order landed now.

The Basis of Enthusiasm

IT is selling good goods, goods in which you have faith, goods that you think are going to make the world better—that gives the whole game a gist and satisfaction.

Here is the thing in a nutshell—merit begets confidence, confidence begets enthusiasm, and enthusiasm conquers the world.

Walter H. Cottingham.

CHAPTER IX

Landing the Order

Circumstances are tools to an able agent's hand. Big men are cast in individual molds—therefore attack and appeal in each case must be different, adapted to the man. Peculiar methods must be used in approaching them—original methods in selling them.

They pursue new ideas. To pique their curiosity, interest, personal pride, then, is to fix their dynamic brains for the moment on the proposition you are presenting. This is at once dangerous and profitable. Experience and training fit them to smash through any flimsy, stereotyped assault on their attention and bank balance.

The fighting instinct is rarely lacking among men who occupy seats of the business mighty—and hypnotic power is never in a book agent's bag of tricks. His failures, then, are frequently distressing. For sometimes points of contact seem wholly lacking—at least he cannot find one. There are men who demand experience and amusement at first hand. They insist on playing with elemental things and ignore the knowledge locked up in books. John W. Gates is one of these auto-investigators. Canvassing him was one of my Waterloos.

My newspaper card flushed him—it gave no hint of my connection with the business office. A moment after

my name went to him his office door opened, he stepped quickly to the railing and eyed me across the narrow ante-room of his Rookery suite.

"Where's B——?" he demanded. B——, I learned later, was my newspaper's financial editor. "Doesn't your editor know I'll not talk to a reporter I don't know?"

The fat was in the fire anyway. I jumped after it.

"I'm not a reporter," I said, with an assumption of coolness I did not feel. "I've been sent down to acquaint you with our plan of supplying our readers with the Universal dictionary, with the merits of which you are of course familiar."

For a moment his eyes probed mine. John W. Gates has power—physical and mental power as well as financial—and his steady glance left me limp. When he turned without a word and re-entered his office, I was glad. I felt as though I had been offering a manicure set to a grizzly bear—during the bear's business hours.

The First Defeat Furnishes Ammunition for the Second Charge

Defeats like this come to every salesman. But the first repulse is not always final. The test of his selling ability comes when, after analysis of the causes of his failure, he decides whether or not he can hammer out of his first reverse a plan for a second charge up to the firing line.

F. H. Peavey of Minneapolis, who collected grain elevators as some men gather in etchings or corner lots, was one of the suavest diplomats I ever met in an inside office. In our first encounter he mastered me as easily as a great lawyer might silence a police-court cub. Even now I haven't a clear idea of what happened to me *in*

his Minneapolis fortress. He was courteous, gentle, apparently interested up to the very moment when I found myself again in the ante-room.

I have since come to the conclusion that he was so impregnable because he knew the salesman's game and beat it. He understood that it is the agent's first purpose to lift the prospect into his own atmosphere, to guide the trend of the interview in his direction. This Mr. Peavey combated.

My team-mate went after Mr. Peavey after my rebuff. He had no better luck, despite my coaching. Mr. Peavey would have seen no more of us, if, passing on the street a few days later, he had not saluted us with a smile and a flourish plainer than words:

"Gentlemen, behold your master!"

That smile was Mr. Peavey's undoing. It suggested a new approach to me. Mr. Peavey prided himself on his victory. He could be flattered, so I would give him a chance to air his satisfaction. Perhaps I might find the weak place in his armor, after all. I left Billings at the corner and Mr. Peavey hadn't settled to work before I was before him again.

He was intrenched behind desks—his own broad and flat, his son's at the left, his stenographer's at the right. But I wedged between them and took his hand.

"Mr. Peavey," I said, pumping gently at his hand as I talked, "my business is to sell books, but I didn't come this time on business. That was my mission the last time. Apparently I forgot it. I know I was in here—I recognize you and your surroundings. But I don't know how I got out. It's my livelihood to know how to handle men—but this time you did the handling. And you did it in a way that left me speechless, amazed—and, later, curious. Will you tell me how you did it?"

His smile, his patent amusement, told me I had struck the right chord.

Of course, he couldn't tell me what I asked. But we had a lively and interesting debate for three minutes—and each second Mr. Peavey felt better about his exploit. Then I saw my chance.

"By the way, the Pan-American is in your library, I suppose, Mr. Peavey." We were selling the Pan-American Cyclopedia in conjunction with one of the Minneapolis papers.

Off guard, he considered for a minute.

"I don't know," he admitted. "Son," he asked, turning to young Peavey, "have we the Pan-American up at the house?"

"I don't know," the answer came, "but I can 'phone and find out."

"Don't trouble yourself," I protested, "the servant might make a mistake. Just sign here"—I slipped the order book down on the table with the fountain pen at the provocative angle—"and I'll deliver the books this evening. If you have them, you can send the new set back. I presume you'll want the morocco binding."

And I got away with Mr. Peavey's check—and sold several sets on the strength of his order.

Trying the Plan of Rushing a Prospect Off His Feet

"Tom" Lowrie, president of the "Soo" line, traction magnate and all-round captain of industry, was another Minneapolis man who failed to fall to my first assault. I knew Mr. Lowrie must be rushed off his feet or I'd get no order. So I marched into his private office—he was democratic enough to make that easy—and laid the order book down before him.

"Mr. Harper of the ——," I declared with conviction, "isn't going to press until he has your name down for the Pan-American, St. Paul"—one of the St. Paul papers was backing us in that city and we were making the most of the "twin cities'" rivalry—"is twenty sets ahead of us."

Mr. Lowrie refused to be rushed. Those words, "your name down"—the idea of an order—antagonized him.

"Not for a holy second," he retorted. "Buying a subscription book is like giving a half dollar to an Indian. Do it—and the whole tribe camps on your door step."

Evidently I had taken the wrong tack. I went away and communed with myself for ten minutes. Then I sent Billings down to Lowrie's office—not a quarter hour later, to try a new method of approach.

"Mr. Harper wants you to take the Pan-American," he declared. "You needn't sign an order. Just give me a check for nine dollars and the books will be at your home tonight."

Lowrie grumbled that it was a hold-up—but wrote the check. That slight change in the approach—the switching of the emphasis from the *order* to the *books*—landed him, I think.

Taking the Proposition Over the Head of the "Small Boss"

Another perplexing problem every salesman encounters is the "Easy Boss"—the department head who believes in "letting well enough alone," whose good nature is often abused by subordinates he trusts too generously. Convincing such a man of the merit or money-making quality of what you have to sell is labor lost. He will listen to your arguments, show interest in your demon-

stration, even take your device on trial, but in the end he will deny the order, usually with the explanation that his clerks or assistants do not like it or fail to get results with it.

There are two ways of handling such a department manager—either educate his assistants to the idea that your device will help them and make their work easier without chopping any names from the payroll, or go boldly over the manager's head to the president and sell him. The first method is slow and frequently barren of results. If it is possible to come at the real executive, I prefer direct appeal to him.

Bucking the Opposition of Employees in Fear of Losing their Positions

In the missionary days of an important office appliance, I had a strip of Chicago's loop district for my territory, and one of the largest clothing houses in the world for a prospect—"The Hub." Our office records showed that the company had put in one of our models on twenty days' trial the previous year and had returned it. Self-confidence, however, figures in every young salesman's outfit, and I promptly called on this company's office manager and auditor. The store's methods were so up-to-the-hour in every other respect that I felt reasonably sure of a sale.

With an improved model to talk about, my approach went swimmingly. The manager was interested, but warned me that our appliance had failed to give satisfaction the year before. He consented to a second test, however, and I installed the new model and explained its uses to his clerks.

I found dust on the keys when I dropped in again a fortnight later. The clerks—all women—gave me short

answers, and I sensed the sticking point. They saw the labor-saving possibilities of the appliance and were making common cause in opposing an innovation which might set one of them adrift. Argument was useless, so I took it up with the manager.

He was considerate, kindly, full of regret that the office force could not use the appliance. The girls couldn't get the hang of it, didn't like it, he assured me; and intimated that our delivery wagon could call.

Henry C. Lytton was the president of the company. I had read and heard enough of him to know that he was the most progressive type of modern business man. Also I had observed, during my two talks with the auditor, that Mr. Lytton's private office was guarded always by a secretary. It would be absurd to attempt to reach him except when the secretary was off duty.

Leaving the store by one entrance, I went around to the other and asked the first floorman what time Mr. Lytton got down in the morning. He named an hour a bit earlier than the average. The following day, I followed Mr. Lytton into the store, took the next elevator after his to the office floor and entered his reception room. I was trusting to luck to dodge his secretary. He didn't stop me because he was waiting beside Mr. Lytton's desk when I pushed into the inner office.

An ordinary approach would invite disaster. So I plunged—almost to the verge of impertinence, staking everything on the effect.

"Mr. Lytton," I asked boldly, "what sort of office manager have you? I've offered him a time-saving, labor-saving appliance and he rejects it on his clerks' say-so."

The great merchant's eyes snapped.

"What do you mean?" he demanded.

Briefly I told him what had happened—outlined what my device would do in money-saving, in preventing errors, in enforcing system—and urged that clerks who feared displacement were not fair judges of its worth.

He led the way into the outer office.

"Mr. P——," he said, "why aren't we using these appliances? You are paid to keep us in touch with the newest accounting methods. Why haven't you ordered this man's device?"

"The girls don't like them—they can't use them to advantage," the office manager protested.

"Explain to the girls that they must learn to use them," Mr. Lytton announced. "If they will not, employ other clerks."

Then he thanked me and went back to his office. The manager was big enough to see his mistake without resenting my actions and signed the order the minute we determined what equipment the work demanded.

Where Versatility Counts—Adapting Methods to the Prospect's Mood

Rapid-fire argument is not the salesman's only resource. Order-taking is not always a problem of galloping in on a prospect, rushing him off his feet and galloping out again. Instead, both approach and argument must be carefully adapted, not only to the man, but to the circumstances, the mood in which you find him. In this lies the value of team-work. The experience of the defeated comrade frequently points the way to final victory.

While I had the trans-Mississippi territory for the collection of modern orations which President McKinley and Mark Hanna purchased from me, I was breaking in a local agent at Omaha. He had canvassed before my

arrival some of the most prominent men in town, failing in a majority of cases to get their orders. One man we wanted particularly was Judge ———, perhaps the leader of the local bench. The agent had done more than fail. He had antagonized him. So we started out to bring Judge ——— into line.

We found him in his chambers, in a grumpy mood. The local man went at him. The Judge fairly stormed in reply.

I waited till he had vented all his ill-humor on the local man. When the reaction came, I said firmly:

"Judge ———, you have received an altogether erroneous notion of this work. In justice to yourself as well as to the publishers, I want to give you a comprehensive idea of what it contains. I'll not quote prices to you. I simply want a chance to show you what we have."

"You can show me," he conceded, "but I'll tell you right now you can't sell me. Understand that."

The prospectus contained splendid portraits of our orators and only a few excerpts from their speeches. He showed grudging interest in the pictures.

"I want to see the text," he demanded. I explained that in a prospectus, it was possible to include only sample pages of text. Without a word, he dumped my portfolio down on his desk and, marching over to a lounge, threw himself down full-length. I had lost him apparently as definitely as had my Omaha man. But I hung on. To acknowledge defeat would be to give the local man excuse for a hundred failures.

"Have you ever been mistreated by a book man?" I asked.

He opened his eyes, but evaded direct reply to my question.

"If you saw my library," he answered, "you'd think I was pretty good to book agents. I don't want your books because I've got Brewer's 'Orations' and the Warner library and everything of the sort I want or need."

His tone was past dispute. I must find another way.

"Have you read Henry W. Grady's speech on 'The Race Problem?' "

His grunt was negative.

I'm no elocutionist, but long practice has made my voice flexible, perhaps sympathetic, and Grady's oration is one of the few that will live. When I finished, the judge's eyes were on me and the knot between his eyebrows had disappeared. I had hit on the right treatment.

"Then there's General Gordon's 'Last Days of the Confederacy,' " I went on. "You know it, Judge ——.

" 'Ah, my friends, every ragged soldier that surrendered that day, from the highest to the lowest, from old veteran to beardless boy—every one of them carried a heart of gold in his breast—' "

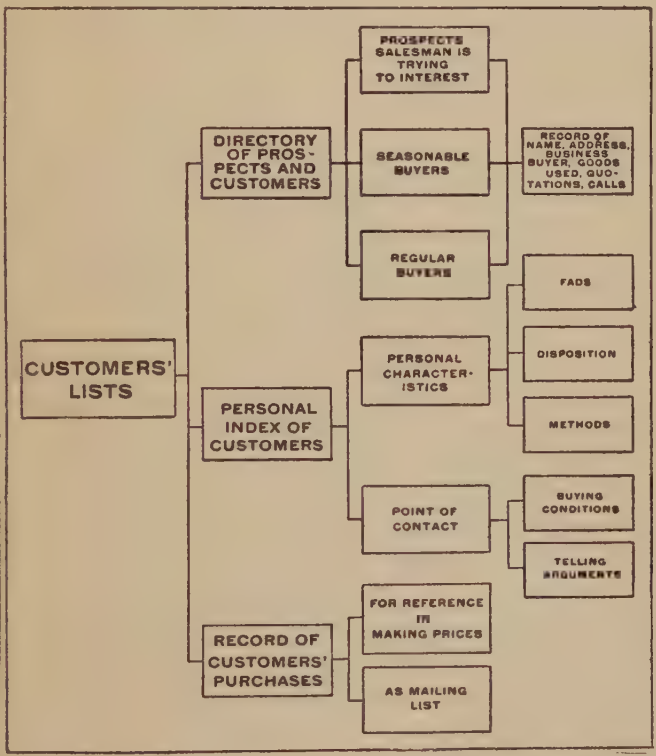
Pathos, tears for a cause loved and lost make up the fabric of that speech. Ending it, I found the judge fumbling for his handkerchief. I had won him, had lifted him out of the atmosphere of hostility and distrust. I saw that the order was mine for the taking.

I crossed to the lounge, put the portfolio again in his lap, open at General Gordon's picture. He turned to the bindings himself. I was pledged to quote no prices to him. I kept my word until he released me of his own accord.

"How much are the books in this binding?" he asked. It was the full morocco. His check and the stirring note of endorsement he gave me were the beginnings of prosperity for our Omaha man.

Part IV

HOW TO KEEP CUSTOMERS' LISTS



Here are outlined the various kinds of customers' lists by which salesmen and sales managers can keep in touch with their trade

Make Details Automatic

If you cram the memory with detail, there is no room for creative material. If the brain is to do creative work it cannot handle detail.

The acme of system is to automatically care for routine and matters that occur with mechanical regularity—to remove from the brain the superfluous detail and leave it free to plan and create.

No Niagara of business was ever engineered by a detail man; no mind filled with routine ever conceived an epoch-making idea.

Make your mechanical system handle and execute the detail—use your human brain to conceive the new idea, to develop the new plan.

CHAPTER X

The Salesman's Directory of Buyers

BY CHARLES W. NORTON

District Sales Manager, The Shaw-Walker Company

The salesman who wishes to keep all information regarding his customers and prospects in systematic record form, needs two kinds of records: first, index of all the individuals and firms who are likely to buy from him—whom he is to keep in touch with, whether they be customers or merely prospects; and secondly, a follow-up system which will tell him every day whom to call on and permit him to neglect no one.

By the system here described, all this can be done on one card. It can be used either by the city salesman or the traveling man—it is, in fact, used by a salesman who has both a city trade and an out-of-town trade. The method of handling the city trade will be described first.

When an inquiry is received from an individual or firm in the salesman's territory, or when he learns that a firm in his territory is in the market for goods, or when a first order is received, a card, as shown in Form 1, is at once made out for this individual or firm. On this card is entered the firm name and address, the line of business done, telephone number, the buyer, the name of the salesman, and the catalogues sent to him.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	
FIRM NAME	NOW USING
ADDRESS	
BUSINESS PHONE	
BUYER	
SALESMAN HAVE OUR CATALOG	
REMARKS AND QUOTATIONS DATE OF LAST CALL	

Form I: Customer's record and follow-up card providing the salesman with particulars of business and past transactions with the house

In the upper right-hand corner the salesman records the kind of equipment in his particular line which the prospect is using. This the salesman can discover for himself, if he has a sharp eye, when he calls upon the prospect, or he learns it in the course of his dealings. It tells the salesman what he is competing against.

How the Salesman's List of Customers is Also Used for Follow-Up

There is also a space left for entering remarks or any kind of information worth recording, such as the general needs of the firm and any peculiarities in its conditions. At the bottom of the card the salesman also enters any quotations he makes the firm, the result of calls, notes as to further calls to be made and the future needs of the house.

The card is then filed in a card file—an index which contains a card for every customer and every prospect in this salesman's territory.

The cards in this file are divided into three classes; first, those whom the salesman is trying to interest—these may be either prospects who have never bought from him, or old customers whom he is trying to sell further; the second class includes the firms who will be in the market for certain goods at a certain definite time; those big firms who are buying right along and whom the salesman must call on periodically to solicit trade, make up the third class.

Now, instead of dividing his cards to correspond with these three classes, and thus breaking up his alphabetical index, the three classes are designated by clips placed on the cards in three different positions. The cards of firms in the first class have a clip put over the first day of the month. The cards for the second

class have a clip over the fifteenth, and the cards of the third class, on the thirtieth.

On the first of every month, the salesman goes over the records which have clips on that day. These are firms whom he is trying to interest in his goods; they have shown an interest in certain articles either by inquiry or in some other manner, and he wants to follow them up. The cards of those firms which he thinks it necessary to see during this month he takes out of this alphabetical file and distributes in a daily follow-up file, which is kept in another drawer. This follow-up contains 31 daily guide cards and 12 monthly cards. He places the cards he takes out of the file behind the dates on which he wishes to call on the firm in question.

Salesman Goes Over Cards Regularly and Knows How to Treat Each Class

On the 15th of the month the salesman goes over in a similar way the cards which have a clip on the 15th day—the second class of prospects, those who will be in the market at a particular time and for particular goods. If that time is within the next thirty days, the salesman takes out these cards and distributes them to the proper date in his daily follow-up file, where they will come up on the proper days.

Likewise on the last of the month he goes over the cards having the clips on that date, which belong to the class whom he calls on regularly. These cards he also files in his follow-up files on the days which his experience tells him are the best to call on the firms in question.

The follow-up file is, therefore, the active working file of the salesman. He refers to his regular alphabetical file only on the three days of the month mentioned, or when

an inquiry comes over the telephone or by letter from one of his prospects or customers.

Each morning he takes from the follow-up file the cards in front of the guide of the corresponding date. These represent the people he is to call upon that day. He glances over these cards, arranges them in the order in which he wishes to make his calls, places them in a little case, which he carries to fit his pocket, then he is ready for his day's work. There is needed no copying of data from cards to a book.

When the salesman calls on a customer he enters on the card the quotations he makes, any further information, and when he is to call again. If he is to call again within a month he places the card in front of the proper guide in his follow-up file; if he is not to call within that month the card goes back into the alphabetical file with the proper clip over it, and it will come up the next month when he goes over these cards again.

The Brain Partner

THERE are more men than you might suppose who owe their reputations for mighty intellects to the presence in the upper right hand drawers of their desks, of a small filing case, with carefully selected subjects inscribed on index cards. *Henry M. Hyde.*

CHAPTER XI

The Salesman's Album of Customers

"Now Smith is a hard man to sell," said the retiring salesman, coaching his successor who was about to start on the Ohio circuit for the plumbing supply house. "He is immune against the general selling arguments for our bath tub; you will have hard work to make him believe they are any better than the cheaper ones he has been getting from the Novelty Iron Works. He can see a point if it is shown to him, but you have got to show it to him pretty strong if you want to sell him."

The new man made a note of this on a card which he headed: "Smith Plumbing Company, Newark, Ohio," and put it in a small covered card file after a guide card labeled "Newark."

Several months later his route took him to Newark. Before calling on the Smith Plumbing Company he looked up this card and it at once brought to his mind the retiring salesman's description of Smith's peculiarities. When he entered the store, Smith was talking to the Novelty Iron Works man. Without a word the new salesman picked up a flat iron from one of the shelves and with as much force as he could command, threw it directly into the most expensive enameled bath tub in the establishment. Smith rushed at him in great indigna-

tion, threatening to hand him over to the police, whereupon the new salesman introduced himself and explained that he was merely trying to show that the bath tub, which was of the firm's make and was wholly uninjured, was of the superior quality claimed for it. Smith saw the point and the Novelty Iron Works did not get the order.

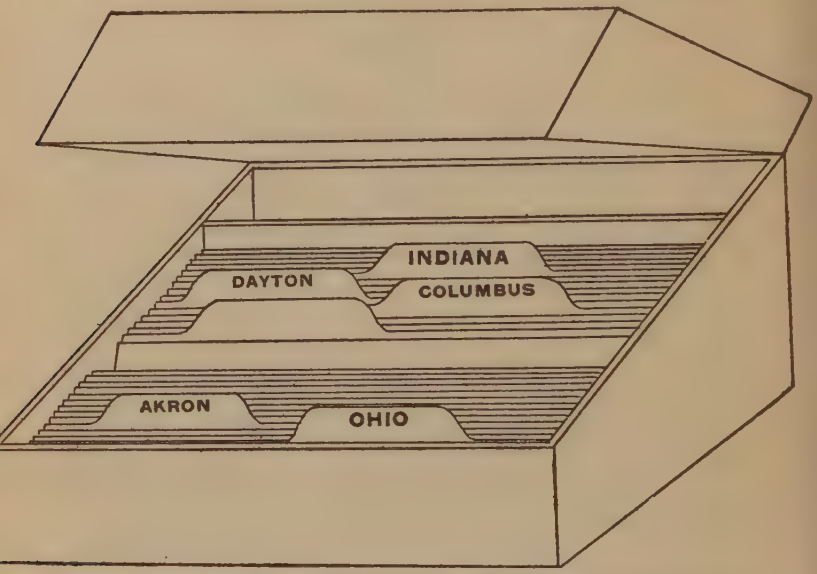
The Advantage in Knowing Just How to Approach a Buyer

This bit of information, obtained months before he had ever seen Smith, and easily forgotten but for the record he had made of it, had shown the new man that he could not sell him by means of the usual selling arguments for his goods but must do something extraordinary, and it got him the order.

It is just this thing of promptly giving the right argument to the right man—one that will appeal to him by fitting his conditions, his circumstances or his peculiarities—that constitutes real salesmanship and brings orders. Out of the many arguments presented by the salesman to his prospective customer or the many ways of approaching or handling them, there is generally but one out of all of these that gets the order; or if the order is not obtained, there is one that might have gotten it—and this is the one that suits this particular customer in one or more of these respects. Ability to judge these things on first acquaintance is rare. Usually it requires a longer study of the customer than the circumstances of one call will permit and the knowledge gained from one visit is ordinarily lost from the memory before the next one comes around.

A foreknowledge of the conditions under which the customer buys, easily found out and easily forgotten is often the controlling point in selling. A coal salesman

negotiated for weeks regarding a year's contract with the purchasing agent of a railroad with which his mine had done business for years. Good service was the main consideration sought, and when he had come to terms with the purchasing agent, he was reminded that the general manager always approved awards of so large a contract.



Form 1: The little card case file of customers' names which may be conveniently carried by the salesman on his route

In the meantime the competing mine's representative had been working on the general manager, convincing him of his mine's ability to furnish the service and he secured the contract. The other salesman knew of this requirement, but he had forgotten it.

These points of information regarding his customer in all of these respects are too valuable for the salesman to trust to his memory or to leave to the more general

records of the sales manager. He should make prompt records of them for his own use, both from his own observation and from what he otherwise learns from time to time and from trip to trip. In a few years he will have a collection that will be of enormous aid to him. It will help him judge his customers in advance, select the selling arguments which will appeal to them, or the way of handling them which will suit their conditions and their peculiarities.

Points Worth Remembering Should be Systematically Kept for Reference

This information should be persistently and systematically kept. It should be arranged in such a manner that the different items can be easily recorded as they come up and easily referred to whenever necessary. A good method of accomplishing this is to use a small cloth-covered card file with a lid on it, of the style carried in stock by stationers generally (Form I). One box may be used for each state, or for two or more states by using prominent division cards. A state should be divided into different towns and cities on the route by guide cards marked with the name of each one and arranged alphabetically. A card should be used for each customer, filed under the town or city in which he is located and likewise filed alphabetically. Thus all names of the salesman's customers in any one location will be together in the file in alphabetical arrangement, so that any one of them can be instantly picked out.

Each of the customers' cards should be headed by the name and address, the commercial rating, and whether he is a regular customer, an intermittent purchaser, or merely a prospect (Form II). Following this should be the buyer's name, the approval necessary for purchases,

NAME Davis Mnfg. Co Columbus Ohio
BUYER Geo Jones No Approval Required
RATING 60 to 75 Pts Good
Regular Customer Discount Basis
REMARKS: Buy Leastest about June + Dec 15th
Jones about 40 yrs old. Close Buyer. Particular
about Prompt Deliveries. Goods not very closely
inspected.
Jones is dignified and rather distant. Is
strictly temperate. Fond of golf + tennis

Form II: Customer's card on which the salesman enters particulars regarding personal characteristics to guide him in later approaches

if any is required, and any special conditions attached to the method used by the customer in buying. The personality, character and other peculiarities of the buyer should be recorded, including the arguments and methods of handling him which have been found effective; and any weakness or leanings he may have which can be played upon successfully or any other points or suggestions as to how he should be approached and handled. To this information should be added from time to time various other kindred points and suggestions that come to a salesman on his rounds in the way of stray bits of gossip or other points affecting his customer.

This card file is readily carried in the salesman's valise. If a rubber band is placed around it there is no danger of any of the cards becoming misplaced. When he arrives at a certain town he can remove the cards under the name of that town and carry them in his pocket as he makes his calls. This will enable him to consult each card before he makes his visits, thus posting him

accurately as to all of the different points of information which he has previously gathered concerning the customer.

If this record shows that his customer is inclined to be a very religious man, he should naturally be guarded in the freedom of language used. If it shows him to be specially fond of baseball or motoring, or golf, it will give him a talking point interesting to the customer with which to open his interview. In this and various other ways it will direct his efforts along the lines which would appeal best to the peculiarities and conditions of each customer visited.

The cards might include on the back a chronological record of the visits made, the orders obtained, or where an order is not secured, the reason for it (Form III). Any objections which the buyer has given regarding the salesman's goods, when he will likely be in the market again, and other points of this nature may also be recorded.

DATE 1906		RECORD OF CALLS
Dec	2	Jones at Long Oak - No Sale
1907 May	21	Order for $165.00 - Expect to buy $500.00 - 6/15/07

Form III: Reverse of the personal record card, on which is entered a report of each call made on the customer

CHAPTER XII

The Salesman's Memory Partner

BY CHARLES W. NORTON

District Sales Manager, The Shaw-Walker Company

One of the greatest helps to the salesman in enabling him to deal intelligently with his customers is a complete record of the orders that each buyer has given him. To serve its purpose, however, such a record must be readily accessible, so that it can be turned to immediately when the salesman's memory regarding past orders fails him. By a simple system this convenience may be provided without the necessity of any copying.

When the salesman returns to his office from his route, he makes out the orders he has taken on a quadruple order sheet. These cards are all printed and ruled exactly the same in the most simple possible manner. The first card is the office copy, from which bills and so on are made; the second copy is shipping clerk's copy; the third, which is a white sheet, is the copy which the salesman keeps himself; the fourth is the copy which is sent to the factory and from which the goods are picked out of stock or specially made.

The third copy, then, the salesman keeps. This he places in a folder of heavy manila paper, on the upper flap of which he enters the name and address

of his customer. The lower flap is ruled like the customer's ledger card; here is entered the amount of each individual order, together with its date and the order number. The credit column is not for the entry of collections, with which the salesman has nothing to do, but for recording charge-backs or rebates of any kind that may be made to the customer.

Salesman's Copy of Actual Orders is Preserved for Reference

The copies of the orders are placed in these folders, the latest one always in front, as this is the one which the salesman refers to most frequently. One is made out for each customer who has given two or more orders; they are filed alphabetically in a card drawer. In front of each guide card, besides folders for the individual customers, there is a folder labeled "miscellaneous," in which are filed orders of customers who have placed not more than one order.

This file gives the salesman a complete record of all his sales, itemized. If a customer demands a better price, giving as his reason that he has given big business to the salesman, the salesman can at once go to this file and find out what his business with this house has been. It also gives him all the information that is necessary in soliciting new orders.

This order file is a real customer's file, in distinction from the alphabetical files usually kept, which contain the names of prospects as well as customers. If he wishes to send a new catalogue, a new price-list, or any advertising literature to his customers, the addressing clerk will address from the order file. If he wishes to address both prospects and customers, the clerk will address from the card file.

Most salesmen, even though they are on a salary, receive some commission on their sales. Unless the salesman keeps close account of these commissions he is liable to get into constant trouble with the house, not only on account of the firm's mistakes, but also his own.

In this system this is taken care of by means of what amounts to a card ledger. The salesman is paid his commission every quarter. Suppose one of his quarters begins on January 1st; he makes out a regular 4x6 ledger card with his name at the top, and enters here his sales as he makes them day by day. A column is provided for charge backs, and the balance is shown in the third column. This card is filed in front of a guide marked "Jan. to Mar." It may need one card, it may need twenty, to hold all the sales for this period. They are all filed in that one place.

At the end of the three-months' period the salesman simply hands the cards in front of the proper guide to the clerk, who copies them off on a sheet of paper, which he sends to the office.

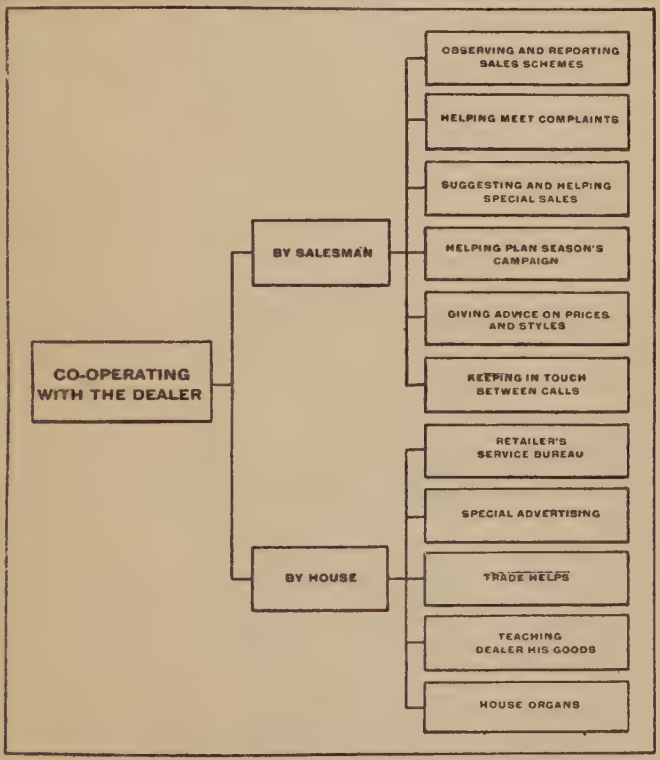
Handling the Force

THE successful sales manager is primarily a manager of men—not things. He must judge them, influence them, train and develop them, and above all, "handle" them—"handle" in that subtle meaning that implies sincerity and tact and force, and that gains confidence and co-operation.

Walter H. Cottingham.

Part V

HOW TO KEEP CUSTOMERS IN LINE



This chart outlines the several ways by which the house, directly or through the salesman, can co-operate with the dealer

The Come-back That Counts

Success isn't made up of orders. It is made up of *re*-orders. And a good customer, wrongly treated, lasts no longer than the shoddy he buys.

There is always a "come-back" on every sale. Whether it is a "come-back" in re-orders, or a "come-back" in returned goods depends entirely upon your product itself.

"*Value received*" is the most potent salesman after the first order is filled.

Every cent saved in shortened value, is lost in shortened trade. To keep up the sales—keep up the quality.

Aim first to sell *Satisfaction;* and the goods that give it will re-sell themselves.

CHAPTER XIII

Getting the Re-orders

BY P. W. LENNEN

Sales Manager, The Royal Tailors

To get closer to the retailer—that is the constant aim of the wholesaler and manufacturer. To learn his difficulties and help him master them; to see with him his opportunities and help him take advantage of them; to help him build new business where it had not existed before. In fact, to construct between house and dealer a connecting link called co-operation and to compel the dealer to feel that in this co-operation lies his own success.

The Salesman is the Personal Connecting Factor Between Wholesaler and Dealer

But all these negotiations, which lead ultimately to the enrolling of the dealer as a regular buyer, can be conducted best through but one medium, the ambassador of business,—the salesman. He learns first hand the conditions of the dealer's business, his needs, his specific trade troubles. Knowing these, he is in position to assume the role of a business doctor and prescribe for the retailer's ills.

This help to the dealer, while it comes through the salesman, really emanates from the house itself. It is

drawn from the emergency stock of retailers' remedies which the concern has accumulated through years of contact with the dealers and intimate study of their problems. Scarcely a wholesaler or manufacturer these days but has his service bureau for the customer's benefit. It may not always be established as a separate department, but there is at least a special provision made whereby each dealer is given the best advice and information the firm has to fit his case.

This stock of ammunition for the man behind the counter is gathered from varied sources by the salesman, who notes the vital points of successful schemes and plans worked by dealers on their routes, from the columns of trade papers, from letters of retailers themselves, and many selling plans are worked out originally by the members of the service bureau.

How the House Fortifies the Dealer by Teaching Him His Goods

When a house transacts its first business with a new customer or when it sells an old customer a new line of stock, it can help the dealer in his handling of their goods by first of all teaching him the product itself. To do this, the salesman goes over the points and qualities of the article from A to Z; he gives the customer a whole reserve battery of information regarding it—the raw materials that enter into it, the process of manufacture, the part and purpose of each ingredient, the varied uses of the article itself.

"To sell these goods you must know them," says the salesman to the dealer. "You want to build up the greatest possible volume of trade with the greatest profit to yourself. You want to sell more of these goods than your rival across the street sells of the rival line. You

want to convince your customers not only that this stock is the best to be had, but you want to tell them *why.*"

Thus the salesman fortifies the dealer with information regarding his goods. On his first few calls this educational talk is long and detailed, later, as other products are added to his line, he explains them.

But this is only the first step. The house goes further, it brings to the dealer more advice in printed form. For example, one house which handles a staple line aims to supplement the work of the salesman in explaining a product verbally. It publishes for the retailer's benefit a "text book" of its goods, in which every article is described in detail, its make-up analyzed, its uses pointed out, its superior features, its best talking points emphasized.

Courtesy a Trade Builder

SHOW me a house where all the employees are educated to think kindly of the customers, so that in speaking of them even they use courteous phrases, and I can safely predict for that house rapid and continuous success so long as that policy prevails.

Daniel Louis Hanson.

CHAPTER XIV

The Salesman as the Customer's Partner

BY W. F HYPES

Sales Manager, Marshall Field & Company.

Help for the dealer, the kind which cements the business relationship and really creates a spirit of co-operation between house and retailer, is generally known to be of two kinds, that which originates with the house itself and that which the salesman himself furnishes independently from his own fund of information in his daily calls. There is no questioning the ultimate value of both kinds, but the latter capacity brings the salesman into so much closer touch with the customer that it frequently proves of far greater and more immediate concrete value to him than he would ever derive through adapting methods on his own initiative from the printed ammunition of the house. In fact, some wholesalers and manufacturers recognize this to the extent that they depend entirely upon their salesmen to aid the trade in a purely personal way.

The Salesman, Through Observation, Understands Perfectly the Retailer's Problems

And the salesman can do this because he is virtually not only a salesman, but a retailer. He may never

have taken an inventory or sold a dollar's worth of groceries to the consumer, but he understands the game and he understands it from the retailer's standpoint. He knows the difficulties which the dealer has to contend with, the problems of the store. He knows himself the best methods of advertising certain goods, of planning certain sales and arranging displays. He acquires this knowledge of the game not through an apprenticeship behind the counter, but through constant contact with the needs and methods of the men he meets daily. That is to say, he is a retailer neither by training nor design, but by observation.

Salesman Becomes a Retailer's Clearing House for Sales Ideas and Suggestions

Thus he almost unconsciously becomes a clearing house of ideas for the retailer. He observes in Brown's store on Monday a sale on glassware conducted in a strikingly novel way. He observes the significant points in the advertising, the manner of display and ascertains accurately the results. Next day or a week later he drops in on Jones, fifty miles down the road. Glancing around the store he notes that an over plentiful stock of glassware has accumulated. Instantly his mind goes back to the sale and he sees an opportunity to help Jones out.

"Jones," he says, "you're getting loaded up on the glassware there. I'm afraid if you don't move it soon you'll get stuck. Now, I can tell you how to clean those shelves in three days. Brown, down at Trenton, got overloaded that way. But he got busy and pulled off a bargain sale that had them standing in line waiting to buy water sets that had been in the store for two years."

He then goes on to describe in detail how the other retailer planned his sale, how he advertised it and how it was actually conducted in the store.

More often, however, the salesman has some scheme for successfully handling a large quantity of goods in one of his own lines.

"We've got a great old trade-winner for you in these negligee shirts," he may say. "They certainly are the best value we've ever had for the money. Wilson, over at Elmwood, took a big bill of them and I happened to get around to his place the tenth, just as they arrived. So Wilson and I got together and figured out a special offer on them that worked with a vengeance. Got a letter from him this morning; said he had sold sixteen dozen in three days and they were still coming. Tell you how we did it."

Not all dealers expect or are willing to receive such help from the salesman. They feel themselves capable of running their own business, and like to pride themselves on it. But the average progressive dealer is on the lookout for suggestions, and he welcomes the traveler as a real counselor. In fact to a certain extent he depends upon him.

As a case in point, a salesman for a general line house told me recently of a personal experience in the store of one of his Iowa customers.

"I got into Waterloo one Tuesday evening, and on the way to the hotel dropped into the store of one of our good, old, faithful buyers—not to take any orders, for I would do that in the morning, but just to say 'hello.' The boss was out, but the first clerk met me with a smile and outstretched hand.

" 'How are you, Jackson,' he said, 'you're just in time. The old man will be glad to see you. He's got

a clearance sale on for next week and wants some help on the plans. Just this morning he was saying he hoped you wouldn't miss fire this trip, because you always have such corking good ideas on such things.'

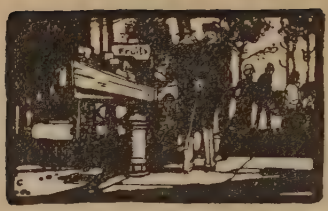
"It made me feel good," said the salesman, "to know that that dealer actually looked to us for help. Next morning I took off my coat, and we laid out the sale. I gave him a lot of good ideas I had picked up, and when we got through, my taking his order, one of the biggest he had ever given us, was mere formality."

Opportunities for a salesman to help his customer are practically unlimited. The sale and advertising aids are but a beginning. Advice as to probable conditions of the market, coming fashions, the available supplies of certain goods, the amount of stock he could carry in certain lines, the evidence of activities on the part of competitive goods and how to meet them—all these he can give the retailer if the spirit of give and take has been established.

Personal Interest

LET your customer know that a personal interest attaches to him—a real personal interest that is not measured wholly by his orders and his dollars—and you will win in return that closed personal association and active support that build up business.

George H. Barbour.



CHAPTER XV

Giving the Customer a Lift

BY P. W. LENNEN

Sales Manager, The Royal Tailors

Tight places come in all fields of business—they thwart and threaten the prosperity of the retailer, the wholesaler, the manufacturer. And when they halt the business progress of the first of those three, they affect in turn the other two, for, on the dealer, the outpost, depends the activity of the first two factors in the production and distribution of goods.

The thing for the producer and wholesaler to do then is to lend a hand in helping their customer over the tight places, to school him to do his business better, to give him a lift in the crises of his trade.

To do this they naturally turn first to their go-between, the sales force, for they are the only part of the organization coming in direct contact with the dealer; and work of this kind is always more effectively done by personal contact. The traveling salesmen, hence, are made the company's schoolmasters.

I want in this chapter to show nothing more than the extent to which this help to the dealer can be developed, and I shall do it merely by the citation of two actual instances of such work.

A large furniture house has a department devoted to giving the dealer advertising and selling advice and plans, made specific to each advertiser. A dealer writes in that he wishes during the spring months to advertise rattan furniture. The "retailer's help" department asks him for full information regarding his stock, the class of his customers, buying-conditions in his town, the mediums he intends using, the amount of money he is ready to spend. Much of this information the house already has from its salesmen and from general knowledge of its customers.

A special series of advertisements is then prepared and sent to the retailer with specific instructions regarding their handling. It then posts the salesman on the situation, and he, on the occasion of his first call on this particular dealer, takes his own active part in making the sale a success. On the ground, he sees first-hand opportunities to make the dealer and his clerks more efficient. He suggests a special touch to the advertising to meet local conditions, he instructs the store salesmen in the best selling points of the furniture, and possibly jumps into the game himself and puts in half a day decorating a window.

Salesman and Dealer Together Lay Out the Campaign and Pick the Ammunition

Somewhat different from this, but no less successful in actual demonstration, is the plan of a large stove manufacturing concern. Before the salesmen take to the road they go carefully over the company's selling plans for the season. They carry samples of all the new advertising booklets, letters and form advertisements, and explain to each dealer and his clerks just how these should be used to get the greatest results.

They also demonstrate how a sale should be made, and enlarge on the improved novelties in their line.

With the dealer, they go over conditions in his territory and outline the season's campaign. Together they determine what booklets and how many will be needed to cover the district, how various classes of prospects shall be handled and what advertising the dealer himself will need to do. All this is reported to the main office. On the salesman's regular order blank for the customer he lists also the advertising supplies which the dealer needs, and makes any further recommendations he deems necessary, such as that a window trimmer be sent or that he be given special plans to meet such and such conditions. And throughout this relation with the dealer he never for a moment allows him to forget the spirit of co-operation that lies back of it all, the desire of the house to be an actual help to him in his business.

Planning the Second Sale

WHEN the scientific salesman sells a bill of goods he applies his mind to a consideration of the surroundings and conditions governing that sale to ascertain how he can duplicate it with less expense of time, labor or money, and with a prospect of a greater amount of profit.

W. A. Waterbury.

CHAPTER XVI

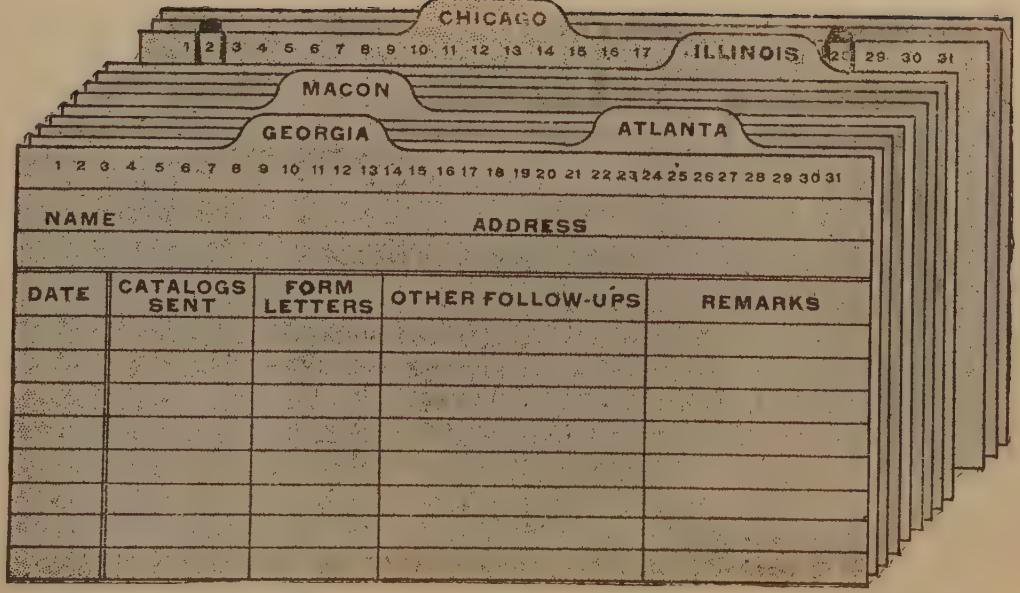
The Salesman's Follow-up Between Calls

The accumulated force of varying selling arguments, the final effects of persistency, the principle of gradual persuasion, apply just as strongly to direct as to mail order selling. And the salesman needs a follow-up, for there is not one who can call upon his customers and prospects as often as he would like to.

The mails offer as elastic a medium and the letter is as effective a bait for the salesman as for the mail-order house.

To conduct such a personal letter follow-up on his prospects and customers between his personal calls, a salesman must have three things: he must have a file of his customer; he must have a system for handling the work; and he must have printed matter to send them.

In all of these he needs most of all the co-operation of the house. The principles of a correspondence follow-up on customers are being appreciated more and more by the sales manager; but he must necessarily plan his follow-up on more or less general lines. The salesman himself comes in direct contact with his prospect and customers. He has fewer to follow up and he is on a more personal footing with them, so he can make his


CHICAGO
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17
ILLINOIS
29 30 31
MACON
GEORGIA
ATLANTA
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
NAME
ADDRESS
DATE
CATALOGS SENT
FORM LETTERS
OTHER FOLLOW-UPS
REMARKS

Form I: The card and file arrangement by which the salesman keeps tab on his customers and follows them up between calls

follow-up much more special and direct. But he needs material and he needs advice; and these he can get from the home office.

To conduct a follow-up accurately and systematically an attention-calling record is the first essential.

The listing of each customer's or prospect's name and history on a card file affords the best possible record for follow-up purposes. Because of its great elasticity of expansion or contraction and the ease of removing dead or worked out names, the salesman can carry it around with him in compact form.

System for Handling the Records of the Salesman's Personal Follow-Up

Such a card index must give two kinds of references. The cards should be arranged alphabetically by name so that the card of any particular prospect or customer may be at once located in the files if the salesman wants any information regarding him. The files must also be arranged chronologically, so that automatically attention will be called to those names which are to be followed up on any particular line.

This chronological purpose can be accomplished with alphabetically arranged files by using cards which have either the thirty-one days of the month or the weeks or months arranged across the top of the form, as shown in Form I. Movable clips are placed on that figure on the card indicating the date the salesman wishes the name called to his attention. As the cards are all printed alike, the clips for any particular date are in the same line across the top of the file and all can thus be quickly picked out on that date. When a name has been attended to the clip can be moved to the next date and it will come up in the same manner. At the

same time the alphabetical arrangement of the cards allows any prospect or customer's name and record to be found at once.

The covered card file shown in Form II serves very conveniently for the salesman's follow-up purposes. The cards themselves can be alphabetically arranged in it, following such division guide cards as are most suitable for each particular purpose. The city salesman may divide his file by district guides, the traveling man by states and towns, and the insurance solicitor by the kind of policies he is trying to sell.

Such a card file is handy to get at, and takes but little work to keep up. By placing a rubber band around it the file can be carried in a valise or in the coat pocket without any risk of disturbing the arrangement of the cards, and the salesman then has immediately at hand an accurate record of what he has done to persuade his prospective customers, and what he must do further to secure their orders.

On these cards are listed the various stages of the follow-up, what circulars, letters, catalogues, and other matter have been sent, what other means used, and the results. The salesman will naturally go over the cards just before he makes a call on the customer or prospect to freshen his mind with the facts concerning each prospect's business. After the call the salesman should add to the result any suggestion for future work, and should then put a clip on the card at the date when he wishes to follow the man up, anywhere from two days to two weeks.

The salesman can go through these cards every morning, so that when this card comes up, in a week or two weeks or ten days, no matter if the salesman is twenty miles away, he can write to the customer or

follow him up in any other way he sees fit. In this manner, even though he does not call on a customer once in two months, he really is keeping the customer in mind and bringing himself to the customer's attention every few days.

Success in getting results out of such a follow-up system will depend upon the cleverness of the salesman's literature, just as his personal work depends upon his ability as a seller. While a regular system of form letters and follow-up literature can be used to some degree, especially on prospects, the salesman should not get into the lazy habit of using forms entirely; particularly with his customers, he should try to make the follow-up as personal and individual as his time will allow.

While most of the letters that the salesman puts into his follow-up must be written by him, and be to a great extent personal, advertising literature of one kind and another will play a large part. And here he needs the co-operation of the house. He should keep very closely in touch with all booklets, catalogues, and other advertising literature that the home office is getting up, and he should look at it first of all from the view-point of the possibility of its fitting into his follow-up. Whenever he believes a piece of literature issued by the house might be of value to him he should send for the number of copies he needs.

An Example of a Successful Application of the Follow-Up in Making a Sale

Promptness in the follow-up is always essential, and many an order has been lost through delay in the effort to supplement the salesman's work by this means. A New York house dealing in supplies for saddlery manu-

facturers directed one of its road men who was making his route in Texas, to use special efforts to secure the business of a former customer in Houston, who had previously taken offense at some past unsatisfactory handling of his orders.

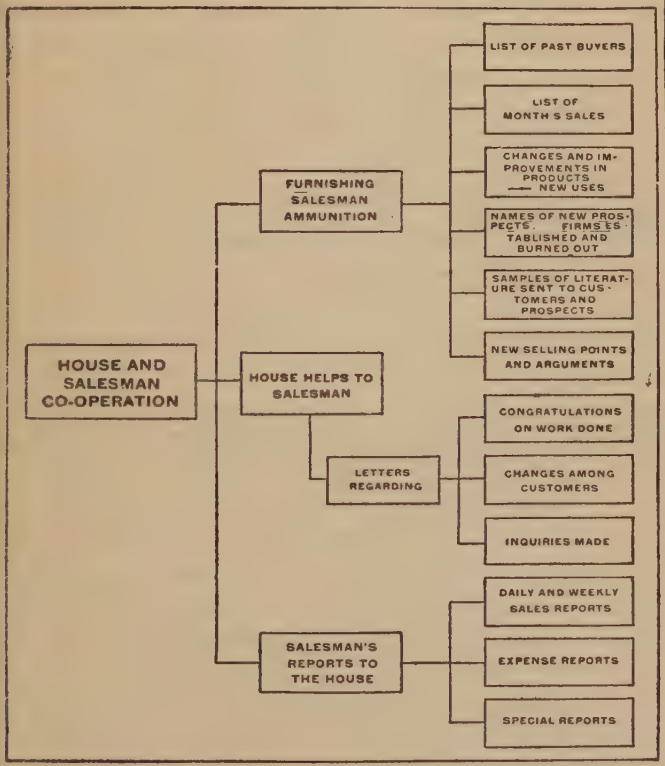
The salesman was tartly rebuffed on his first call, but he did ascertain that the saddler contemplated placing a large order with a rival house in two weeks' time. Although success seemed hopeless he began a follow-up on his own initiative. He repeated his call the second day and the third day and then proceeded on his route. The next day he mailed the saddler a new catalogue, and then each succeeding day from the small towns at which he stopped he wrote him, sent him a special price list, wrote him again, and finally at the end of a week doubled back on his route to Houston and again called on him.

This time he had the satisfaction of noting that his persistence had produced some result, but the saddler's prejudice had not yet been entirely overcome. The follow-up was repeated for another week, when the salesman again doubled back to Houston and obtained the order. If the follow-up had been left to the direction of the sales manager at New York, no matter how well executed by him, it could not have been prompt enough to have secured the sale.

The salesman's follow-up should bring big results, because he knows his fish individually, and he has only to select the right bait to catch them. The follow-up enables him to present argument after argument to his prospect, and to keep himself before his attention between calls, and this accumulated process and varying theme in the selling argument will eventually strike the responsive chord that will land the order.

Part VI

HOW TO USE THE CO-OPERATION OF THE HOUSE


HOUSE AND SALESMAN CO-OPERATION
FURNISHING SALESMAN AMMUNITION
HOUSE HELPS TO SALESMAN
SALESMAN'S REPORTS TO THE HOUSE
LETTERS REGARDING
LIST OF PAST BUYERS
LIST OF MONTH S SALES
CHANGES AND IMPROVEMENTS IN PRODUCTS — NEW USES
NAMES OF NEW PROSPECTS · FIRMS ESTABLISHED AND BURNED OUT
SAMPLES OF LITERATURE SENT TO CUSTOMERS AND PROSPECTS
NEW SELLING POINTS AND ARGUMENTS
CONGRATULATIONS ON WORK DONE
CHANGES AMONG CUSTOMERS
INQUIRIES MADE
DAILY AND WEEKLY SALES REPORTS
EXPENSE REPORTS
SPECIAL REPORTS

An outline of the methods which may be used by house and salesman in co-operating with each other to increase sales

Shoulder to Shoulder

Share the burdens of the men on the firing line.

In the old days, when war was the business of men, the leader's authority came from more than the power to direct.

His men knew that wherever the fight was thickest, he himself would do battle with his strong arm and keen wit.

And the same principle holds good today.

The leader in modern battles of business who gets the most loyal service and best results, is he who stands ready to help and work with his men as well as direct them.

Drop at times the policy of simply dictating instructions *to* your subordinates.

Get into the battle *with* them—shoulder to shoulder.

CHAPTER XVII

Furnishing the Salesman Ammunition

BY T. CHANNING MOORE

District Manager, The International Time Recording Company

It has come to be an accepted principle in selling that to build up an efficient body of salesmen necessitates keeping them in touch with the business, giving them up-to-date information regarding its progress— in fact, furnishing them sales help of all kinds.

This means that a business house must devise a system for giving to salesmen such facts concerning business conditions, the progress of the company and its competitors, and any openings for sales that will make them more intelligent and efficient representatives.

The methods here described are such as have been put into operation by concerns of this character.

"What concerns are using the machines you recommend so highly?" is usually the first question that is put to the salesman. And it is a list of the representative concerns using the machines which paves the way to attention and puts through many a large deal.

The list of concerns that are using a machine or a device shows plainly to the prospective purchaser just what standing the company has, and what the article in question is and can do. The company which has a good

list of this kind, a list containing the names of well known and acknowledgedly well conducted business houses, has the best possible argument against competitors. Even though a competitor has sold concerns just as big, the prospect doesn't know it and he is at once impressed by learning of the people who are using this machine.

List of Past Purchasers Powerful Means of Convincing Prospects

The first thing for a concern to do, therefore, is to compile a list of all the users of its machine according to towns, and the number in use by each concern. Another list should be prepared, classified according to line of business, and notations should also be made as to the particular work for which the concern is using the machine. On each of these lists provision should be made for additions from the monthly list sent the salesmen by the company.

Very valuable, too, is a monthly list of sales and of acceptances of machines on trial, giving the class of business the concerns are engaged in and the work for which the machines are to be used. It is often a good argument for a salesman to be able to say: "Only day before yesterday Smith & Jones accepted three of our machines after they had been on trial for a month."

Salesmen should also be kept informed of the facilities of the house and the shipping conditions—for instance, when it becomes impossible to fill orders for any style of machine or for any part, tell the salesman this fact; if the manufacture of any particular style or part of the machine is discontinued, the salesmen should be notified. When they are allowed to go on taking orders, delays and grievances are bound to result.

The company should attempt to convey to its representatives any suggestion or arguments which will aid them in making sales. The short statement means a great deal; such information would include everything from a new method of approaching a prospect, to full lines of argument based on the new needs of the consumer, new uses to which it has been found the machine can be put, new ideas or schemes for selling, and so on.

The salesman should be kept informed of all literature sent out by the company to its customers or its prospects. This not only gives him all the new selling arguments which have been devised, the new applications to which the machine is to be put, the up-to-date wrinkles in the business in general, but it will also show him how far the prospect has been developed and enable him to conform his line of argument to this material.

If there is any educational feature in the sale—as is the case in almost all office appliances, for instance—the salesman should be told of every new system made up and every new form and blank which is devised. It may be just exactly what he is looking for, what he has studied out for himself. Or, while he may not be able to use such suggestions now, there is bound to come a time when just that information will be the last straw to break the prospect's objection.

How Salesmen May Collect and Send in Valuable Information

But the company should not be expected to get together all the information which is sent out. The salesmen themselves must do their reciprocal part. In order, however, to get the best and fullest information from the salesmen and place it to the best advantage with their fellows, all such data should come through the

home office for distribution. This brings up the second system necessary for keeping salesmen informed.

In the first place, what kind of information is a salesman likely to gather that will be of interest to other men in the force? In actual experience it will be found that the classes of information are almost innumerable, but most of the facts which a salesman can report may be included under these classifications:

Name of any firm giving up the use of machines and the reasons for so doing, as nearly as the agent can get at it.

Concerns taking out any of the company's machines and substituting those of a competitor.

Concerns taking out competitors' machines and putting in the company's.

The names of concerns selling the company's supplies.

Advertising matter sent out by a competitor which may fall into the hands of the agent.

Faults in the construction of the company's machine and of the competitor's machine as found by users.

Large orders placed by competitors or competitors' machines taken out.

Any news items which the agent runs across—for instance, there are almost every day in the papers notices of new corporations. Information of this kind, not applicable to the territory of the salesman who sees the notice, but which may be of interest to salesmen in other fields, should be clipped and sent in.

The salesman should also supply suggestions in regard to improving machines or extending their use—the thousand and one ideas he may secure in constantly rubbing up against the customer.

Still another class of information may be grouped under the head "Selling Points": any new arguments

which the salesmen find working well—stories of how he landed hard sales; in fact, a system may be made whereby agents are instructed and trained to report anything that in any way relates or is of value to the company's interest.

When this reaches the office, the process of distributing, classifying and sending it to the salesmen whom it will most interest, begins.

In what form this information should be given to the salesman is a matter of detail which each house should work out in the manner most adaptable to its conditions. Some houses publish this material in the form of a daily paper sent to all its men. Others use a weekly paper. Many houses distribute matter at odd times as it comes in. Some sales managers put this data in the form of circular letters sent to their salesmen at regular intervals, daily, semi-weekly, weekly, or monthly.

The Salesman off Duty

THE scientific salesman is industrious. When he is not selling he is thinking. He constitutes himself a standing committee on ways and means to devise new plans and execute new schemes to promote his business. He keeps in close touch with his superior officers, seeks their confidence and gives them his, and establishes a closer bond of friendship between his customers and the house he represents.

CHAPTER XVIII

Helping the Salesman Hold Customers

BY GEORGE B. SPENCER

A man traveling the Mississippi Valley in the interest of a large manufactory in Ohio, was given six weeks' vacation for a pleasure trip to the Pacific Coast. Returning, he began at St. Louis to cover his territory.

When he arrived at the Planters' Hotel, the mail clerk handed him a package of letters nearly a foot thick and tied with cord, saying, "We have been expecting you. All these have come from your concern during the past six weeks and they are marked, 'To arrive.'"

It took the man nearly a whole day to read what the bunch contained. He learned from it that there had been changes in prices of various of his goods—that some of the lines had been enlarged—others had been dropped—and yet other and new ones had been added. He learned that Brown & Jones had consolidated with Smith & Robinson, and that his old friend, the buyer at Black's, would place orders for the new concern. He learned that White & Co. had had a fire—that Green Bros. had made an assignment—that Brown & Brown had increased their capital.

He found that he might expect samples of a new line at Louisville—that his usual stopping place in Cincin-

nati had been burned—that Urban had moved his store to a new location in Columbus. He discovered that a new man had been made manager of his concern's Chicago branch—that the treasurer of his company would be in Indianapolis the same time he was there, and would expect him to furnish an introduction to Vest & Co.—that West & West had had trouble with strikes and were just getting on their feet again.

Then there were copies of quotations made during his absence to different customers he must visit—memoranda of orders sent in to his credit—and a lot of new catalogues of competing manufacturers. There was also a long personal letter from the manager, saying how he had been missed, hoping his vacation had been pleasant and beneficial, and how gratified the department would be to have "a good wheel horse" in harness again.

The man started work feeling good, thoroughly posted, and knowing that the same old finger was on the key at the other end of the wire. He made a splendid trip.

Upon arriving in a town, a salesman of this concern also finds awaiting him from the house congratulatory letters upon orders secured at his last stopping place; criticisms, suggestions, encouraging sympathy and full information concerning people he must see in this particular place. If anything of particular moment has happened since his last visit, or quotations have been made to any customer, all these are placed before him, and he starts upon his rounds, fully equipped with every possible bit of knowledge which may aid his work. If any customer has failed, he is advised, so that none of his time will be wasted; if a new concern has started up, he is given as complete data as possible concerning it. If inquiries have reached the house through advertising, or other mediums, which may be turned into business

by a personal representative, all the facts are placed in his possession.

By this close co-operation, a salesman is not only enabled to make his work effective in least time and at lowest cost, but he is inspired with confidence in the interest of his house in his personal success, and this engenders enthusiasm which could be cultivated in no other way.

Right Kind of House Co-operation Inspires Confidence in Salesmen

Presumably less than a sixth of the entire time of any traveling salesman is spent at headquarters. He is usually a sensitive, impressionable, enthusable sort of fellow, for that is the sort to make the best salesmen. He is more or less easily affected by conditions. It doesn't take much to depress him. Should he be having a hard trip, injudicious criticism might drive him to resign.

But—let criticism come in the form of suggestions for more effective work, and accompanied by useful data and encouraging approval of the things he has done well, relations are soon established between himself and employer upon a basis which no amount of adversity could suffice to disturb. He will be loyal, faithful, painstaking—the very best kind of "a hustler," and one whom no amount of persuasion could induce to leave the employ of his house. He will always say "we" when he mentions the concern and that's the sort of salesman every up-to-date and wide-awake sales manager is looking for all the time. If he gets an offer from a rival concern, "my boss" will be the first man he'll tell about it, and whose advice he'll ask and think more of than any other.

CHAPTER XIX

Posting the House on Trade Conditions

BY CHARLES E. CAKE
Of the Office Appliance Company

The traveling salesman is a variable quantity. To secure the best *results* from his trips, to reduce expenses to a minimum, and to figure accurately *profit* and *loss*, is one of the first duties—difficult and of considerable detail—of the sales manager.

The chief principle is to make effort and expense coproductive—that is, let every dollar spent and every effort made yield together. And it can only be done by the closest union between house and traveler.

This union can be accomplished by the most careful attention to detail—the reporting to the house of every step the salesman takes.

His first step is the leaving of his route list (Form I) with the sales manager before he takes his trip, giving the name of the salesman, the towns, and the hotel in the towns at which he will stop and the dates—all telling just where and when he may be found. This is usually for one week ahead; the route list cards for the succeeding weeks are sent to the house from time to time.

As the salesman finishes each day he forwards to the house his daily report (Form II) giving first, general in-

SALESMAN ROUTE LIST

DATE	TOWN	STATE	HOTEL

DATE	TOWN	HOTEL				TRANSPORTATION					MISC.	EXPLANATION OF MISC.
		BED	B'R'K	DIN.	SUP.	MILES	I. M.	CASH	LIVERY	BUSS		

DAILY REPORT

DATE_____

TOWN _____ POPULATION_____

CONDITIONS_____

FIRM	BUSINESS	CUST?	SALE	NO. SALE	REASON	REMARKS

FIRMS IN OUR LINE NOT CALLED ON

FIRM	BUSINESS	WHY NOT CALLED ON

Forms I, (upper), II, (lower) and V, (middle): Route list left with sales manager, daily itemized report and weekly expense account

STYLE AND SIZE MOST LARGELY USED	FREIGHT RATE	
	C. L.	
	L. C. L.	

QUOTED

TERMS

REMARKS

N. B. THE FOLLOWING SPACE MUST NOT BE USED BY SALESMAN

WROTE

SOLD FILED

ADVISED SALESMAN

SALESMAN'S SPECIAL REPORT 191

NAME NAME OF BUYER

TOWN COUNTY STATE

RATING LOCATION LOCAL REPUTATION FOR PAYING

REFERENCE PARTIES OF WHOM YOU INQUIRED REGARDING CREDIT

MAKES HANDLED

AVERAGE ANNUAL SALES

BEST SEASON OF YEAR FOR SALES STOCK ON HAND THIS DATE

WILL BE IN MARKET GIVE PROBABLE DATE

Form II (lower) and IV (upper): Special report by salesman on a particular concern, and reverse side, used by home office as follow-up

	1st WEEK	2nd WEEK	3rd WEEK	4th WEEK	5th WEEK	TOTALS
SALES PREVIOUS WEEK						
SALES THIS WEEK						
GAIN OR LOSS						
EXPENSE						
EXPENSE %						
ROUTES						

NAME OF SALESMAN MONTH

ROUTES

WEEKS	NO. MILES	COST OF TRANSPORTATION	TRAVELING EXPENSE: SLEEPER AND PARLOR CAR	TRAVELING EXPENSE: TRANSFER	TRAVELING EXPENSE: MESSAGES	TRAVELING EXPENSE: INCIDENTALS	HOTEL	TOTAL	HAD ON HAND FIRST OF WEEK	RECEIVED	TOTAL	BALANCE

REMARKS

Forms VI and VII: Obverse and reverse of report card giving an itemized recapitulation of salesman's weekly expense and sales.

formation regarding the towns; the population, the conditions of the town or surrounding country—such as the conditions of the crops or of the general business situation—at the top of the report. Next follows the names of the firms called on, the business of each, whether he is a customer or not, "if he sold," if not sold, the reason; and a space on the end for remarks on each firm. At the bottom of the report is a space for "firms in our line not called on, why not called on." By this report the salesman is compelled to visit every firm in his line in the town—the chance of "stuffing" the report is thus almost wholly eliminated.

When the salesman finds a dealer not a customer who he thinks ought to be worked on, or when he receives instructions to look up some merchant thoroughly, he makes out a "Special Report" (Form III), a thorough and detailed lot of information on the man, giving facts of value to both the sales and the credit departments. On the reverse side of this card (Form IV), the salesman indicates what dealings he has had with the prospect.

At the bottom of the reverse side is a space used by the home office for the sales "follow up," indicating when written and when sold. This serves to give a complete line on every good prospect; by it the house has full information at a moment's notice without having to ask for "report" on the firm, and can follow the firm up with the same convenience. The special report is filed alphabetically in the prospect file until the dealer is made a customer. Then it goes in a customer's file.

At the end of each week the salesman renders his expense account (Form V) by item. After the date and town, the general items of expense under "hotel" is

given, which includes the bed, breakfast, dinner and supper; the next general item of expense, under "transportation," gives the number of miles traveled, whether "interchangeable" or cash, livery, or 'bus; there follows a column for miscellaneous expense, and explanation. At the bottom of the card is given the "total hotel" expense and the "total cash paid."

This is merely the original data; to be of advantage to the sales department it must be put in condensed and classified form.

In the first place the sales manager wants to know what a man's total sales were and what his total expenses were for a month, in order that they may judge of the profitableness of the man. Each salesman is given a monthly card, on the face of which (Form VI) is entered the month's record of the salesman's expenses, week by week, of the money he has received from the firm, and the balance he has on hand. On the reverse side (Form VII) the month's sales, week by week, are entered, and then the percentage of expense and sales is figured out. These cards, properly filled out, are handed to the sales manager at the end of every month, and he can see exactly the work and the value of each of his salesmen.

The Men Who Know

SCIENTIFIC training is the only sure means of increasing efficiency. The strongest sales managers have always been those who could tell the "how" and the "why" of salesmanship.

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